

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD
ON MAY 6, 1993, IN LISNER HALL
ROOM 603

The first meeting of the new 1993-94 Session was called to order by the President at 2:20 p.m.

President: President Trachtenberg, Vice President French, Parliamentarian Schechter, Boswell, Captain-Hidalgo, Divita, Elgart, Englander, Fowler, Frieder, Goulard, Gupta, Harrington, Kirsch, Mahmood, Miller, Mitchell, Park, Pelzman, Robinson, Salamon, Schiff, Seavey, Silber, Vontress, and Wallace

Absent: Registrar Gaglione, Brewer, Carson, Cohn, East, Friedenthal, Holmes, Johnston, Keimowitz, and Smith

INTRODUCTION OF NEW SENATE MEMBERS

The President introduced and welcomed the following new members of the Senate: Professors Arthur D. Kirsch, Ormond A. Seavey, John G. Boswell, Mervyn L. Elgart, and Joseph Pelzman. (Professor Diane M. Brewer was not present.)

APPROVAL OF MINUTES

The minutes of the regular meeting of April 9, 1993, were approved as distributed.

RESOLUTIONS

I. RESOLUTION 93/1. "A RESOLUTION ON A MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM"

On behalf of the Joint Committee of Faculty and Students, Professor Captain-Hidalgo, Faculty Co-Chair, moved the adoption of Resolution 93/1, and the motion was seconded. Professor Captain-Hidalgo noted that this resolution was two years in the making and although there was never a question among the Committee members that something needed to be done, it was simply a question of what form it should take. She said that this resolution has received enthusiastic support from both students and faculty, and she urged its adoption.

Professor Kirsch said that while this was an excellent way to give students some additional guidance, he was concerned that faculty might be pressured into sending academic warnings out before the faculty knew how well the students are actually doing. He said he would support the resolution, as long as it was understood that faculty would not be coerced to meet a given date. Professor Captain-Hidalgo pointed out that the language in the First RESOLVING clause states that students be informed "if at all possible" before the eighth week of the semester, and therefore, faculty would not be pressured.

Professor Schiff said he favored a mid-semester warning system but the Second RESOLVING clause gave him some concern from a practical standpoint. In teaching a class of 360 students, he said it would be impractical for him to contact those 60-90 students individually who are going poorly. Professor Captain-Hidalgo replied that the intent of the Second RESOLVING clause was that academic advisers would contact the students, not the individual faculty member. She then yielded the floor to Cheryl Beil, Director, Enrollment Research and Retention, who explained that the eight week deadline was included in the resolution because students can withdraw after the eighth week and it was thought important to send out warnings as early as possible.

The question was called, and Resolution 93/1 was adopted unanimously. (Resolution 93/1 is attached.)

II. RESOLUTION 93/2, "A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY MEN'S BASKETBALL TEAM"

On behalf of the Executive Committee, Professor Robinson yielded the floor to Professor Englander, who moved adoption of Resolution 93/2, and the motion was seconded. Professor Englander, Executive Committee member, said that this resolution was intended to honor both the athletic and academic excellence achieved by the coaching staff and the academic staff.

The question was called, and Resolution 93/2 was adopted unanimously. (Resolution 93/2 is attached.)

III. RESOLUTION 93/3, "A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY GROUNDS DEPARTMENT"

On behalf of the Executive Committee, Professor Robinson yielded the floor to Professor Divita, who moved the adoption of Resolution 93/3, and the motion was seconded. Professor Divita, former member of the Executive Committee, said he was pleased to frame this resolution because in the 29 years he has been on this campus he has seen a significant improvement in the appearance of the grounds.

The question was called, and Resolution 93/3 was adopted unanimously. (Resolution 93/3 is attached.)

INTRODUCTIONS OF RESOLUTIONS

No resolutions were introduced.

PRESENTATION BY MR. ADAM GROSS, ARCHITECT, ON THE CAMPUS AMENITIES PLAN

Mr. Gross thanked the Senate for inviting him and his colleagues to make this presentation today. He said he was asked by the President about a year ago to look at the physical condition of the campus and to determine whether the campus could achieve in its physical manifestations the same excellence it achieves academically. Mr. Gross said he and his associates had a series of dialogues with a number of individuals, primarily with President Trachtenberg, Vice Presidents Katz, Bortz, and Chernak, and with some members of the Board of Trustees. The overall plan that was developed for the campus is intended to create a sense of community with a specific identity that is uniquely GW's identity, not like any other university. To establish a specific identity, Mr. Gross said that things such as borders, banners, limestone gates and kiosks are needed to define a university setting, and these kinds of markers are included in the plan. Mr. Gross then presented slides which showed in detail the projected plan. In concluding his presentations, he offered to answer any questions.

Professor Pelzman said he assumed that the faculty would be receiving a hand-out with all the details of the plan, but the one detail he was concerned about was the cost of such a plan. Mr. Gross replied that they were still in the process of developing the overall cost with a view towards incremental development because it was felt strongly that this could not happen this year or the next. Vice President Katz said that obviously this plan would be quite expensive and was never meant to be done all at once; however, with the developing that will take place at the Marvin Center, the Health and Wellness Center, the WETA Building, and the Hospital, the administration wanted to have a consistent development plan in place when that construction begins. Professor Pelzman pointed out that there are appropriate Senate Committees that deal with budgeting and grounds which would like to discuss options, e.g., what the expense is and what the alternative uses for that money are, and what the priorities should be.

Professor Silber expressed his concern that if the University puts a lot of money into building and rebuilding to follow a particular architectural style, perhaps twenty years from now that style may not endure. He said it seemed to him that there are ways that this can be done that are not quite so radical in terms of the types of structures that have been proposed in the sketches shown

today. Professor Robinson, speaking from a purely professional point of view, said that this plan impressed her as one of the most unified concepts presented to date and she thought it would work wonders for this campus. She did not think the plan was stylistically restrictive but rather one that aspired to a timeless quality.

Professor Mahmood said he was concerned that the faculty have not been given the opportunity to participate in the discussions of this plan. Last year, he said, the Physical Facilities Committee sent the names of two of its members to the administration for appointment to the committee which was developing this plan and those two faculty members know nothing about this plan.

Further discussion followed by Professors Englander, Gupta, Silber, Mr. Gross, Vice President Katz, Dean Frieder, Vice President French and the President.

The President thanked Mr. Gross and his associates for the presentation.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1993-94 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 1993-94 Session. The following dates were approved:

May 6, 1993	January 21, 1994
September 10, 1993	February 11, 1994
October 8, 1993	March 11, 1994
November 12, 1993	April 8, 1994
December 10, 1993	

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1993-94 SESSION

Professor Robinson moved the nomination for appointment of Roger E. Schechter, Professor of Law, as Parliamentarian of the Faculty Senate for the 1993-94 Session. The nomination was approved.

III. NOMINATION FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1993-94 SESSION

Professor Robinson moved the nomination for election of chairs and members of Senate Standing Committees for the 1993-94 Session. The nominations were approved. (List of Chairs and Members of the Faculty Senate Standing Committee is attached.)

IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on the University Bookstore: Murli M. Gupta, Terrence M. Phillips, and David A. Rowley; Committee on Safety and Security Advisory: Theresa A. Gabaldon and Bonnie M. Sachs; Joint Committee of Faculty and Students: Yvonne Captain-Hidalgo, Faculty Co-Chair, Jonathan D. Fife, Margaret R. Kirkland, Charles W. Puffenbarger, Joan R. Regnell, Patricia A. Sullivan, and Harry E. Yeide. The nominations were approved.

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Yvonne Captain-Hidalgo; Trustees' Committee on University Development: Joseph Pelzman. The nominations were approved.

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Robinson moved the nominations for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, Mark W. Klock, Michael F. Moses, Terrence M. Phillips, Joan R. Regnell, Max D. Ticktin, and Ronald Weitzer. The nominations were approved.

VII. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair is enclosed. A lengthy general discussion of Item IV. Tenure Decisions: School of Engineering and Applied Science is included in that Report.

VIII. ANNUAL REPORTS

Annual Reports from the following Senate Committees were received for distribution with the minutes of this meeting: Appointment, Salary, and Promotion Policies, Administrative Matters as They Affect the Faculty, Libraries, Fiscal Planning and Budgeting, Honors and Academic Convocations, Research, Professional Ethics and Academic Freedom, Faculty Development and Support, Joint Committee of Faculty and Students, and Executive Committee of the Faculty Senate. (The Annual Reports are attached.)

TRIBUTES

The President called upon Professors Schiff, Park, and Miller who read tributes respectively to the following former members of the Faculty Senate who were retiring: Herman H. Hobbs, Professor of Physics; John Cibinic, Jr., Professor of Law; Ralph C. Nash, Jr., Professor of Law; S. David Rockoff, Professor of Radiology; and William R. Felts, Professor of Medicine. (The tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Gupta said that the question being asked across the campus is, "When are the faculty going to get decent raises?" The President replied that he could not answer that question but he wished to point out that this year, unlike last year, the raises are not subject to enrollment, and once the enrollment figures are in this fall, it may be possible to do a second raise. In studying data of where our faculty salaries rank vis-à-vis other institutions, he said that the salaries of our assistant and associate professors are very competitive, but we continue to lag behind on full professor salaries. The President said the University remains committed to advancing faculty salaries which is an issue that is very much on his agenda.

Professor Robinson, on behalf of Professor Kirsch, who had to leave early, distributed data for the record on Professor Kirsch's continuing investigation of the salaries of university presidents. This information was published in the May 5, 1993, issue of The Chronicle of Higher Education. (The data is attached.)

Professor Mahmood noted that in looking at the data on the projection of enrollments during the years 1991-1997 there is an anticipated shortfall of some 900 undergraduate students. If that projection is true, he wondered if the administration has any plan to deal with that possible shortfall. Vice President French replied that he viewed that projection to be a mindless extrapolation of the present without assuming any corrective action. He said it was clear that the University was going to have to work very hard to sustain a full-time undergraduate student body of five thousand which would require a lot of financial aid assistance.

Professor Pelzman, as new Chair of the Fiscal Planning and Budgeting Committee, read the following Brief Statement addressed to the Faculty Senate members and to the Officers of the University:

The Administrative moves in the Engineering School, and the preparation of the 5-year Middle States Periodic Review Report, reflect a lack of respect for faculty opinion and expertise. Regardless of the merits of these cases, faculty input is solicited too late to be useful. Such behavior reflects a contempt for faculty and is a sign of ad-hoc behavior devoid of reasonable planning.

I would like to remind the President and members of the Administration that as (tenured) faculty members of this University we are more than employees in a large corporation.

The faculty are NOT just employees to be managed but are well-qualified Partners who should be consulted on University-related matters, in an effective and timely manner.

I, along with a number of my colleagues (on the Committee), will try to visit Mr. Katz over the summer in order to determine where in the Budgeting and Planning process we, as a faculty, can be constructive Partners. I hope you will instruct your administrators to cooperate with us and the rest of the Faculty.

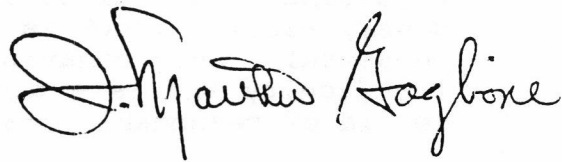
I think the President will understand the entire point better if I restate it in the following short Yiddish expression - we are interested in TACHLES. The time for polemics is over.

President Trachtenberg said he was delighted to have the Senate's commitment in helping the administration in dealing with important matters. He said the resolutions commending the basketball team and the grounds crew were, he thought, metaphors for the University which is basically very healthy and very solid.

He then thanked the Senate for this very helpful and useful meeting, and said he looked forward to seeing the members at Commencement activities on May 9th.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 5:30 p.m.

A handwritten signature in black ink, reading "J. Matthew Gaglione". The signature is written in a cursive style with a large, stylized initial "J" and "M".

J. Matthew Gaglione
Secretary

[Any inquiries about this resolution should be directed to Assistant Professor Captain-Hidalgo, Co-Chair, Joint Committee of Faculty and Students, Ext. 4-7078.]

A RESOLUTION ON A MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM
(93/1)

WHEREAS, a mid-semester academic warning system could enhance the University by improving students' academic progress and student retention at a time which is increasingly difficult demographically for college enrollment; and

WHEREAS, only one school, SBPM, implements a successful mandatory mid-semester academic warning system, and one college, CCGSAS, implements a mid-semester academic warning system which is not mandatory; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That all undergraduate schools shall develop and implement a mandatory mid-semester academic warning program, whereby freshmen who are doing substandard work (which may include written work below "C" or failure to attend the class) in any course are so informed midway through the course and, if at all possible, before the eighth week of the semester; and
- (2) That each school and college develop guidelines for implementing the program which would include faculty and advisors taking the initiative to communicate with the students receiving warnings.

Joint Committee of Faculty and Students
January 1993

Adopted May 6, 1993

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY MEN'S
BASKETBALL TEAM (93/ 2)

WHEREAS, the George Washington University Men's Basketball team had one of its most successful seasons in its history;

WHEREAS, this success included two NCAA Tournament victories and a spot in the "Sweet Sixteen";

WHEREAS, Coach Mike Jarvis and his assistant coaches, Ed Meyers, Scott Beeten, and Mike Jarvis, II, have stressed academic excellence in accompanying athletic excellence for this team;

WHEREAS, the George Washington University Athletic Department under Athletic Director Steve Bilsky has encouraged academic excellence through the office of Academic Coordinator Sheila Hoben and her assistant, Karen Ercole; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY

That the Faculty Senate offers its congratulations and best wishes for the future to the student athletes, to Coach Jarvis and his assistants, to Steve Bilsky and his staff, and to Sheila Hoben and her staff.

Executive Committee of the Faculty Senate
April 23, 1993

Adopted May 6, 1993

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY
GROUNDS DEPARTMENT (93/3)

Whereas, The Grounds Maintenance Department has undertaken an effort to beautify the campus;

Whereas, The Spring growing season has arrived reflecting the effort of the Grounds Maintenance Department;

Whereas, Such efforts have produced a burst of beautiful color throughout the campus; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate offers its congratulations to Terri Warner, Manager of the Grounds Maintenance Department, and all the members of the Grounds Crew for significantly improving the appearance of the grounds and for making The George Washington University an attractive place to work and study.

Executive Committee of the Faculty Senate
April 23, 1993

Adopted May, 1993

**Administrative Affairs as They Affect the Faculty
A Committee of the GWU Senate**

May 6, 1993

To: Members, GWU Senate
From: David Silber, Chair
Re: Report of the Committee, 1992-1993

During the previous Senate term the Administrative Affairs as They Affect the Faculty examined several issues, including the following:

1. Evaluation/feedback for Chairs and other Administrative Officers. This continued earlier work by the Committee on the advisability of developing a feedback mechanism for Chairs and other Administrative officers. Using the form developed during the 1991-1992 session, the Committee reworked it, and distributed it on a voluntary basis to one department in Arts & Sciences. Based on comments received, it revised the form, and re-distributed it. The results indicated that most faculty persons (2/3 of the department) did not return the survey, and those that did indicated that some questions were impossible to answer (e.g., "represents the department well with administration officers"). The Committee will reexamine the question next Fall, and will probably survey the faculty to find out if there is interest in such a feedback mechanism for the University as a whole.
2. The Committee developed a resolution to present to the Senate which would charge the Administration with informing administrative staff in a timely manner about raises, so that the university regulations in this arena will be followed.
3. The Committee examined a proposal to schedule exams in the Fall at an earlier date, or delay the due date for grade reports until after the New Year. No action was taken.
4. The Committee developed an agreement with Registrar Taglione to provide completed, tabulated grade reports to individual instructors, so that they might examine what grade was recorded in cases of question or dispute.
5. The Committee met with the Physical Facilities Committee to hear a presentation on, and receive the first draft of, the Space Utilization Study Report. The two committees will continue to meet about the use of University space.
6. The Committee received a proposal to make the University a smoke-free environment, and is awaiting a more specific proposal from the author of the original memo.

Submitted respectfully by:

David Silber (Chair)
Garth Andrus
William Chambliss
Henry Ernstahl
Jonathon Fife
Kim Hartswick

Apastolos Kakaes
Yolanda Oertel
William Wilson
Harry Watson
Erik Winslow
Garrett Wise

May 6, 1993

To: Faculty Senate
From: Bob Park, Chair, ASPP [Tel. 46750]
Subj: ANNUAL REPORT
APPOINTMENTS, SALARY AND PROMOTION POLICIES COMMITTEE

1. Resolutions. The ASPP Committee adopted two resolutions for Faculty Senate Action. 1) A Faculty Salary Policy Resolution was forwarded to the Faculty Executive Committee on May 6, 1993. This resolution requests the University President and Board of Trustees to adopt a public goal for faculty compensation that will make GWU salaries fully competitive with faculty compensation at comparable private universities in urban, high cost-of-living locations throughout the nation. This resolution follows one previously adopted at the end of the President Elliott's term but which has never been acted upon by the University. 2) A Faculty Disability Compensation Resolution has been approved by the ASPP Committee and referred to the Ad Hoc Committee on Faculty Handbook Revision, where Chair Susan Kaplan will present it for that committee's consideration. The objective of the Resolution is to avoid the inadvertent disparities in compensation to totally disabled faculty that might result under the present language of the Handbook and advice of university counsel.

2. Meetings. The ASPP Committee met eleven times, including special orientation meetings with representatives of the Personnel Office and with the administration's Benefits Review Committee.

3. Agenda. The following items represent the 1992-1993 agenda of the ASPP Committee.

a) Administration provisions of new investment options for retirement contributions. Committee orientation. No action required.

b) Cafeteria Plan. The administration's Benefits Review Committee and a subcommittee of the BRC considered at length through the fall term and into this semester the advantages and disadvantages of going to a "cafeteria plan" for university benefits. Such a plan would permit employees to choose among benefits, allocating a lump sum university contribution among the benefits of greatest use to them individually. Certain benefits would be given all employees apart from the plan, such as tuition benefits, pregnancy leave benefits, and retirement benefits. To this end the ASPP Committee was oriented by Susan Bilsky of Personnel, and then attended a BRC orientation by an ACCESS medical insurance representative and Foster Higgins, personnel affairs consultant, on the proposed cafeteria plan. Ultimately, a subcommittee of the BRC, including two representatives of the ASPP Committee, reported to the BRC that the discretionary funds for such a cafeteria plan were too limited to justify the administrative costs of such a plan. The ASPP will continue to work in close liaison with the BRC Committee on this topic so that if discretionary funds might become available the advantages of such a plan might be realized.

c) School by school market basket evaluations. At the suggestion of Fred Amling [46670], a subcommittee reviewed the

advantages and disadvantages, availability of data and potential uses of the construction of school by school "market baskets" of comparable schools in other universities as to salaries, benefits, etc. Such back-up or supplemental study would reduce some of the distortions of the present university wide market basket comparisons for those schools with atypical markets, salaries, student recruitment, etc. Data was collected from several schools and departments to illustrate the potential of such a plan. The ASPP Committee divided over the desirability of making an explicit recommendation to the University that the several schools and colleges be urged to adopt such an individualized "market basket," and a resolution urging such a recommendation was defeated. It was assumed by the ASPP that individual schools are free to collect and use such data in making their individual budgetary requests to the administration.

d) Preparation for the "Window" for Changing or Renewing Medical Insurance Contracts. The ASPP representatives on the BRC Committee, Professors Hill, Kirsch and Park, repeatedly requested that the BRC make timely preparation for a deliberate and informed consideration of medical benefits plans prior to the deadline for decision on revisions or changes in such plans. This request was based upon the fact, noted in the Faculty Senate in spring meetings in both 1991 and 1992, that the medical insurance options had been presented to the faculty too late for full debate and recommendations. Both years saw significant increases in medical insurance employee contributions and both years saw considerable dissatisfaction in the Faculty Senate discussions of these issues. The request also focused on the promise of the Office of Personnel and BRC in 1992 to conduct a survey of employee experience under the various plans so that a more informed evaluation of the plan might be made. The 1992 survey was not held, but some assurances were made that it would be held in 1992-1993. It has still not been held. It should be noted, finally, that the original schedule for the deadline for collecting data on the insurance benefits experience of 1992-1993, an 18 month contract, was to be April/May 1993. That data has not been supplied BRC or ASPP. The BRC is not meeting in May. The earliest consideration of such data now possible will be in early summer 1993. The ASPP Committee voted at its last meeting to continue to meet over the summer so that it can participate at the earliest feasible moment in the definition of plan benefits and contract premium decisions. The BRC has indicated that it hopes to complete discussion on the new contracts in September so that it can be presented to the faculty and the "window" for change elections of subscribers can run from mid-October to mid-November. The ASPP regards this as unsatisfactorily late, but will work with the BRC and the administration to fashion as strong a set of medical insurance options as possible for the faculty and staff.

e) Special Contracts for Regular, Full-time Faculty. The Faculty Senate of the Medical Center has sought a broader range of contract options for regular, full-time faculty to permit tenure track faculty to work on a reduced load basis and still advance in rank and career development. The Administration fully supports this idea. Dr. French and Dr. Gail Povar will report further developments.

f) Faculty Productivity and Overall Compensation. The ASPP has approved a special committee to consider various proposals for

weighing faculty productivity as a factor in total compensation plans. This subcommittee has not reported as of the end of the year.

g) Administration Post-Tenure Review. The ASPP was requested by the Executive Committee to review the Task Force proposal on post-tenure review of senior faculty. The ASPP Committee began consideration of these issues by discussing the Professional Ethics' subcommittee report after a brief presentation by Prof. Walter Kahn, subcommittee chair. The ASPP Committee then heard comments by Dr. French, and the matter was withdrawn in its proposed form. The Professional Ethics' Committee of the Senate presented a resolution on this matter to the Senate, which was adopted. The ASPP Committee moved the appointment of a special subcommittee of Professors Hill, Kirsch and Schlagel to work with the Vice President, the Executive Committee and the Professional Ethics Committee as needed, and which would return to the ASPP Committee with recommendations when appropriate. That subcommittee is at present inactive.

h) N.I.H. Federal Credit Union at G.W.U. The ASPP Committee was given an orientation on the Credit Union that will open at GWU in the next semester and discussed with Ralph Olmo and Tom Hollis of the Administration various advantages and potential problems of such a service. The general response of the ASPP Committee was very positive, with a caution to the administration to anticipate peak period use at certain times during each term if students are permitted to be members. This plan puts GWU at no risk, according to the administrators. The Committee sought an opinion letter to that effect from University counsel. No action required.

i) ACCESS. The ASPP Committee was oriented on proposals to add the new GWU fully-owned subsidiary corporation for medical benefits servicing, ACCESS, Inc., to faculty and staff options. Of special interest was the "point of service" option, which would make the HMO, PPO and indemnification plans available at the time of each use of medical services, rather than as a once a year election. No action required at this time.

j) Early Retirement Incentives. The administration circulated materials on early retirement incentives, particularly as designed and implemented by the University of Chicago. ASPP Committee members thought such proposals potentially of great interest to and importance to faculty. Professor Kirsch volunteered to match GWU data on faculty, incentives and costs with those identified in the University of Chicago report for future ASPP Committee consideration. There was broad support in the ASPP for making GWU retirement and early retirement incentives uniform, objective and public. Of special concern was the increasing importance of medical insurance as an aspect of retirement planning.

k) School Wide Personnel Committees. The Executive Committee referred to the ASPP Committee a general inquiry on its evaluation of issues arising out of the adoption of School Wide Personnel Committees. There was substantial and intense division within the ASPP. No recommendations attracted anything approaching a majority of support. The matter was deferred.

l) Consideration of Dividing the ASPP Committee into Separate Committees on "Compensation and Benefits" and "Appointments, Tenure and Promotion Policies." The impression of some members is that compensation and fringe benefits, retirement incentives, cafeteria plans and similar benefits options, special contracts for part-time

service of formerly full-time faculty and similar managerial and personnel issues are going to be major, complex, controversial and recurring issues indefinitely into the future life of modern universities. The ASPP Committee has already found itself overloaded with tasks of evaluating proposed changes to faculty compensation and benefits. To be handled responsibly, such issues require independent inquiries into the facts, into what other universities are doing, into managerial options and alternatives, into faculty opinion and preferences, and into the uniformity and accessibility of benefit options. This recommendation of dividing the ASPP Committee to permit fuller attention to each category of issues drew both support and opposition within the Committee. No action was taken this year as to making a recommendation to the Senate.

4. Special Recognition. The chair would like to recognize with special thanks the extraordinary contributions to the committee's work during 1992-1993 of Peter Hill, for his coordinate work with the Benefits Review Committee and the Executive Committee, as well as his faithful and very insightful contributions to the ASPP Committee; of Frederick Amling, whose original suggestion of the concept of "market basket" statistical sets for each of the various schools as a means of making each more competitive in the recruitment of faculty and of developing its national reputation was followed up by a diligent, year-long attention to the collection of data and presentations to the ASPP Committee; and, most of all, to Arthur Kirsch, whose inexhaustible devotion to the well-being of the university and of the faculty led him to steady and invaluable contributions, even during his sabbatical leave, to the ASPP Committee, to the Benefits Review Committee, and to the Faculty Senate as a consultant and advisor. The entire committee labored diligently and constructively through a year of land-mines of varying explosiveness, demonstrating inexhaustible patience and good sense. The chair extends thanks and enduring respect to every member of the committee for such faithful work and for their patience and good humor.

The End.

May 6, 1993

TO: Lilien F. Robinson, Chair
Faculty Senate Executive committee

FROM: Robert Goulard, Chair *R Goulard*
Faculty Senate Library Committee

RE: Annual Report

The Library Committee met four times during the academic year (November 10, April 2, March 10, and April 30). Our activities during the first Semester have been reported in my December 2 memo to you {copy attached (A)}. During the second semester, most of our attention has been concentrated on two main topics, viz:

- a) drafting of the next Faculty User Survey
- b) selection and recommendation of a literature search system.

Two sub-committees were appointed under the chairmanship of Professors Youens and King, respectively (B). Your March 18 memo reflecting the concern by some faculty regarding Library service (C), was received at that time; it was felt that an appropriate answer to your memo would actually constitute the first cut to the task of the first committee (D). A committee was created under Professor King with the strong participation of Debbie Masters with the mandate to address the broader, University-wide concerns in a preliminary but well-documented report. A more extensive treatment will become available in the Fall.

Both this preliminary report and a recommendation from Professor Youens regarding search systems is attached (E and F).

April 28, 1993

1992-93 Annual Report: Faculty Senate Committee on Fiscal Planning and Budgeting

The Committee met eight times during the academic year. On several occasions the Committee examined the quarterly fiscal reports provided by Vice President Katz. One meeting and part of a second was devoted to discussion of the budget priorities identified by the Budget Advisory Team for the next fiscal year.

The main business of the Committee this year was the preparation of a report on administrative operating and salary expenditures for the period 1988-1993. This report was requested by the Executive Committee of the Senate at the start of the year. There was considerable discussion at several meetings about the nature of the information to be collected and the level of detail to be presented. Although some members of the Committee would have preferred to track expenditures by the responsible office, it was argued that changes in responsibility for some functions over the past five years made this rather difficult. In the end the information was presented by functional category, with detailed breakdowns in a few areas. The actual data collection and presentation went through several iterations before reaching the final form presented to the Senate in April 1993.

A number of issues emerged in the process of data collection and in the analysis of the final data. Several members of the committee felt that a closer look should be taken at the arrangements for contracting out auxiliary services, both in terms of the criteria for contracting and evaluation of the resulting performance. There was considerable discussion, in particular, of contracting practices related to the Banner system. A subcommittee is now engaged in further examination of some of these issues.

The Committee felt that more detailed examination of the expenses under the "Instruction" category would be helpful; this would involve disaggregation of some of the data presented in the Committee's report. In addition, many of the Committee members were dismayed at the low rate of increase of library spending over the past five years and felt that this should be a priority topic for successive year's budgets.

Finally, the question of how to get faculty input into the early stages of financial planning at the University is still with us. The creation or designation of committees in each school to advise Deans on budget matters was a first step taken in this direction last year; to enhance the coordination of school-level and university-level planning, we suggest that the advisory committees in each school designate one of their members for

membership on the Fiscal Planning and Budgeting Committee.

The Chair acknowledges with thanks the efforts of the Committee, whose members were:

Michael D. Bradley, Economics
Diane M. DePalma, Psychology
Charles A. Garris, CMEE
William B. Griffith, Philosophy
William C. Handord, Finance
Patricia M. Kelley, Assoc. University Librarian
Craig W. Linebaugh, Speech and Hearing
Anthony J. Mastro, Accountancy
Salvatore R. Paratore, Educational Leadership
Henry Solomon, Economics
Robert C. Waters, Engineering Management
Anthony M. Yezer, Economics

ex officio:

Don Boselovic, Director of the Budget
Robert A. Chernak, Vice President for Student and Academic Support
Services
Gerald P. Johnston, Executive Committee Liaison
Louis H. Katz, Vice President and Treasurer
Robert I. Keimowitz, Dean of the Medical Center
John A. Schauss, Associate Vice President for Finance

Respectfully submitted,

Robert T. Smythe

Robert T. Smythe, Chair

4 May 1993

To: University Senate

From: Honors and Academic Convocations Committee
James Maddox, Chair

Subject: Annual Report *JLM*

The full committee met five times during the academic year, with the major business of choosing candidates for commencement speakers and honorary degree recipients for forwarding to the President and the Trustees.

The committee forwarded to the Senate a resolution to establish a public lecture series to be named in memory of Professor Marcus Cunliffe. This resolution was passed as Senate Resolution 92/3.

Members; Patricia D. Gurne
Donna Lind Infeld
R. Emmet Kennedy
Paul L. Kimmel
Jane T. Lingo
John C. Lowe
Sharon H. Lynch
Charles t. Manatt
Dorothy A. Moore
Martha N. Rashid
Joan R. Regnell
Alan G. Wade
Abdou S. Youssef

Ex officio:

Roderick S. French
J. Matthew Gaglione
Peter P. Hill
Sandy H. Holland
Susan B. Kaplan

April 30, 1993

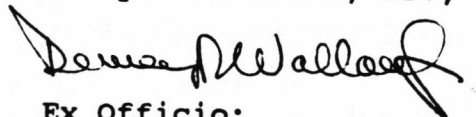
1992-93 Annual Report: Faculty Senate Research Committee

The committee met six times during the 1992-93 academic year. At the Fall meetings, the committee considered whether the Faculty Senate Research Committee should be merged with the Advisory Council on Research into a Joint Advisory Committee on Research. The Faculty Senate Research Committee voted against forming a joint committee, but in order to retain some of the advantages of a joint committee proposed some joint members and meetings between the two groups. That proposal was submitted to the Associate Vice President for Research and Graduate Studies for consideration by the Advisory Council on Research and to the Executive Committee of the Faculty Senate. It was, with slight modifications, accepted by the Advisory Council on Research. The Senate Executive Committee asked the Faculty Senate Research Committee to form it into a resolution for the Senate to vote upon, which was done (Resolution 92/5: A Resolution on Coordination of the Faculty Senate Research Committee and the Advisory Council on Research).

During the Spring meetings, the Faculty Senate Research Committee approved and sent two memoranda, one to department chairs and the other to Deans, the first soliciting suggestions for improving the research climate at GW without additional financial resources, and the second requesting information concerning the extent to which schools and colleges are considering research productivity in their personnel decisions. The committee discussed ideas submitted by department chairs, and hopes that next year's committee will continue to examine the responses to the memoranda, and make appropriate recommendations.

Respectfully submitted,

Dewey D. Wallace, Jr., Chair



Ex Officio:

Robert J. Harrington
Irwin Price

Members:

Ravi Achrol
Nabih E. Bedewi
Barry L. Berman
David Bjelajac
Christian E. Filstrup
Ruth H. Hanft
Leonard C. Maximon
Bhagirath Narahari
Lynn R. Offermann
Terence M. Phillips
Barry G. Silverman
Akos Vertes
William Wells

1992-93 Annual Report


Faculty Senate Committee on Professional Ethics and Academic Freedom

The Committee had a very busy agenda and met monthly throughout the academic year. Several issues were referred to it by the Executive Committee and, in addition, there were additional issues carried over from the previous year. Three subcommittees were established to facilitate concurrent consideration of these issues and to prepare them for the full Committee.

1. An apparent conflict between the *Faculty Code* and the *Guide to Student Rights and Responsibilities* in the procedures for dealing with grievances alleging prejudice in grading was resolved via Senate Resolution 92/2 which brought the language of both documents into congruence regarding this item.
2. A major portion of the Committee's efforts was devoted to consideration of the report of the Joint Task Force on Continuing Faculty (Post Tenure Review). The result of these deliberations was Senate Resolution 92/4 on Post Tenure Review which was adopted by the Senate.
3. It has been a policy of the Administration not to grant tenure prior to a full seven years of service (there is no "Early Tenure"). The Committee found this policy in conflict with the *Faculty Code* and forwarded a resolution to the Executive Committee. This resolution was not submitted to the full Senate by the Executive Committee pending the appearance of a new policy statement being developed by Vice President French.
4. The role of the Faculty in the evaluation and continuance of service of senior academic administrators has been under discussion since the passage of Senate Resolution 87/10. We have requested from our "market basket" schools and from the AAUP, their policies and procedures related to this issue. A revised draft of Resolution 87/10 was reviewed at our last meeting of the academic year. It is on the agenda for our first meeting in September.
5. Some concern has been expressed regarding the procedures that are followed in making promotion and tenure decisions, their fairness, and the extent to which faculty are cognizant of these procedures. This is still under study and will be considered further in the fall.

6. Two additional issues recently forwarded by the Executive Committee will be considered during the coming academic year:
 - a. The recently adopted sabbatical leave compensation policy for physicians at the Medical Center is at variance with the *Faculty Code*; and
 - b. Are there circumstances or situations (e.g., pregnancy) that warrant delaying the "tenure clock."
7. At the first meeting of the Committee in September, Ms. Kaplan felt it necessary during our discussion of "early tenure" to reveal that one elected member of the Committee had a grievance pending against the President and Vice President French. Although the subject of the Committee's deliberations had no relationship to the substance of the grievance, Ms. Kaplan found it impossible to serve further on the Committee. Subsequently, Vice President French, citing the same reasons, withdrew his previous commitment to meet with the Committee to discuss the Administration's point of view vis a vis "early tenure." He also declined the Committee's offer to have him respond in writing to submitted questions regarding "early tenure." Since the Committee on Professional Ethics and Academic Freedom is primarily concerned with the *Faculty Code*, the major contractual agreement between the Faculty and the Administration, the Committee found this lack of cooperation by the Administration in discussing *Code* issues with the Committee unfortunate.

Committee Members:

Victor H. Cohn (Chair) 
 Kurt J. Darr
 Joseph L. Gastwirth
 Carol H. Hoare
 Walter K Kahn
 Paula R. Kaiser
 Harold L. Liebowitz
 John Lobuts, Jr.
 Caroline Long
 Howard C. Pierpont
 David Robinson, Jr.
 Walter F. Rowe

Sylvia Silver
 Jeffrey Stephanic

David Fowler (*Ex officio*)
 Jack H. Friedenthal (*Ex officio*)
 Dennis H. Holmes (*Ex officio*)
 Susan B. Kaplan (*Ex officio*)

May 21, 1993

1992-93 Annual Report

Faculty Senate Committee on Faculty Development and Support

After a new chair was selected in the middle of the year, the committee met only once. Most of the meeting was devoted to discussing the purposes of the committee, a discussion which continued one begun in previous years. Little consensus was reached as to the committee's purpose and function.

The committee agreed to present to the Senate a proposal for a faculty survey -- prepared by Professor Umpleby and included as page two of this report -- on using faculty expertise to improve the organizational climate in university academic departments. The Senate supported the idea, but because it was late in the year it was decided to distribute the survey at the beginning of the next school year in August.

Committee Members:

Ernie Englander, Strategic Management & Public Policy (Chair)
Stephen Chitwood, Public Administration
Craig Cox, Naval Science
James Dinwiddie, Engineering Management
Reynolds Ferrante, Educational Leadership
Rebecca Jackson, Coordinator of Library User Education
Paul Poppen, Psychology
Carl Steiner, German
Stuart Umpleby, Management Science
Laura Welch, Medicine
Katherine Williams, Art Therapy
Walter Bortz, VP, Adm. & Info. Services
James Clifford, Dir., Personnel Services
William Felts, Exec. Cmte. Liaison
Sharon Rogers, Assoc. VP for Academic Affairs

QUESTIONNAIRE REGARDING CONSULTING SKILLS

The Faculty Senate believes that the organizational climate in university departments could be improved by making use from time to time of the services of those faculty members who have skills in the area of organizational behavior and development. If you have experience in consulting with organizations and if you are willing to offer your services to university departments either at no charge for two or three days per year or at less than your normal consulting rate, please fill out this questionnaire.

Your name _____

Campus address _____

Campus telephone _____

The type of consulting you are willing to do:

How many days per year of consulting with university departments are you willing to offer at no charge? _____

If you are willing to offer your services at a reduced rate, what daily rate would you charge a university department? _____

Please return this questionnaire to:

Prof. Ernie Englander, Chairman
Faculty Senate Committee on Faculty Development and Support
401B Monroe Hall

ANNUAL REPORT
JOINT COMMITTEE OF FACULTY AND STUDENTS
May 1993

The JCFS met seven times during the 1993-1993 academic year during the months of September, October, November, January, March (twice), and April. Chairing was rotated between the student and faculty co-chairs, and minute-taking was shared by several members. During the academic year, the following were the most salient matters brought before the committee:

1. A subcommittee was formed to continue work generated in previous years on the issue of Academic Dishonesty (often referred to as the Honor Code committee). In November, 1922 Dean Ackman of the Medical School spoke to the JCFS on the implementation of the Honor Code at the Medical School. The committee then discussed what aspects of the Medical School Honor Code could be adapted for the undergraduate community at GW. In separate discussions the subcommittee acknowledged the different connotation of dishonesty in various cultures.

Result of subcommittee work: the subcommittee will continue to meet next year, endeavoring to pick up where it left off rather than attempt to reconstruct the ideas and conclusions of previous meetings.

2. A subcommittee was formed to explore ways to involve students in a more codified way on Deans Search Committees. The matter was brought before the entire JCFS and later referred to committee.

Result of subcommittee work: a resolution was passed with unanimous consent and forwarded to the Executive Committee of the Faculty Senate. The committee's response indicates that further work will be required on this subject during the 1993-94 academic year.

3. A subcommittee was formed to provide student input into the issue of Academic Environment.

Result of subcommittee: It was discovered that much of the investigation was in duplication of the work already accomplished by the subcommittee formed by the Faculty Senate. The faculty co-chair of the JCFS subcommittee suggested that the subcommittee be discontinued, and the members of the JCFS concurred.

4. A subcommittee was formed to rewrite the JCFS' Mission Statement. Three attempts were made to bring the committee together, but all ended in failure.

Result of subcommittee: The co-chairs of the JCFS will rewrite the Mission Statement and submit it to the JCFS for approval.

5. A subcommittee for a Mid-Semester Warning Resolution was

continued from the previous academic year. Various discussions took place.

Result of subcommittee: The co-chairs of this subcommittee submitted a resolution to the Executive Committee of the Faculty Senate. After some revisions, the resolution was approved for presentation to the Faculty Senate that passed the resolution in its May, 1993 session.

6. Kelvin Glover, President of the Black People's Union spoke to the JCFS in November, 1992 regarding the need for a new program of studies at the university known as Africana Studies. After much discussion of the program, and after a few modifications, the JCFS voiced its wholehearted approval and unanimous consent.

Result of discussion: A resolution in favor of establishing an Africana Studies Program, that was approved for presentation to the Faculty Senate. The Faculty Senate felt that such a proposal 1) needed further investigation, 2) needed to be presented in a forum outside of the realm of the JCFS-Faculty Senate relationship.

7. Richard Crespín, student co-chair of the JCFS submitted a resolution to the JCFS in praise of the work done by the "Minority Faculty Recruitment" Committee of the University.

Result of resolution: It was passed with unanimous consent by the JCFS and sent to the Executive Committee of the Faculty Senate. The Executive Committee acknowledged the resolution and made it part of the Committee's permanent record.

In addition to the issues of 1) Academic Dishonesty, 2) Dean's Search Committee, and 3) Mission Statement, it is anticipated that two other concerns will occupy the committee for the 1993-94 academic year. Both issues were brought up in the last meeting of the academic year: A) questions on how decisions are made for the GW Awards and all other student awards. Dean Donnell has already agreed to set up a study group that would meet this summer to initiate the discussion. B) request by members of the Cherry Tree yearbook staff that the status of the editor be changed from Tier B to Tier A--a change that would provide more of a stipend to the yearbook editor.

Official and ex officio members who were active on the committee this year (attending at least three meetings or working on subcommittees) were: Jessica Arneson, Jim Arsenault, Cheryl Beil, Christian Capece, Yvonne Captain-Hidalgo, Brian Cashmere, Richard Crespín, Linda Donnell, Margaret Kirkland, Paul Malone, David Orloff, Elizabeth Panyon, Joan Roddy Regnell, Linda Salamon, Jason Schwartz, and Raffi Terzian

Respectfully submitted by
Yvonne Captain

ANNUAL REPORT OF EXECUTIVE COMMITTEE OF THE FACULTY SENATE
1992-1993 SESSION

The Executive Committee arranged the agenda for eight regular meetings of the Faculty Senate during the 1992-93 Session. A tabulation of the resolutions considered and passed by the Senate is attached. The response of President Trachtenberg will be distributed when available.

The Executive Committee referred a variety of matters for consideration and action to Standing Committees of the Senate including: review of the joint task force report on continuing faculty (post-tenure review), review of administration salary and expenditures, review of summer sessions enrollment policies, and review of sabbatical leave policies.

In May 1992, in accordance with the Faculty Code, the Executive Committee was notified of three administration non-concurrences with faculty recommendations in the Columbian College and Graduate School of Arts and Sciences. In one case the Department withdrew its recommendation subsequent to the Dean's and Department's presentations to the Executive Committee.

In the other two cases, resolution was not achieved, and the Executive Committee, in accordance with the Faculty Code, advised the Board of Trustees that its conclusion was that the Dean had not presented Code required "compelling reasons" for his non-concurrence.

These findings were presented in a report to the Board of Trustees and subsequently orally to the Academic Affairs Committee of the Board. The latter, after initially supporting the Faculty Senate Executive Committee's conclusion in one case, referred both cases to the Executive Committee of the Board. An additional oral presentation was made to that Committee by the Chair of the Faculty Senate Executive Committee. The Executive Committee of the Board supported the administration's nonconcurrences.

The Faculty Senate Executive Committee's experience with these cases and subsequent discussions with faculty and members of the administration revealed a decidedly different understanding regarding the general reading of the Code and the issues of "compelling reasons" and the role of school-wide personnel committees.

In view of the above, the Executive Committee prepared and distributed to the faculty a memorandum regarding the institutional reading of some of these matters and the Senate discussions that formed the framework for the establishment of school-wide personnel committees.

The Executive Committee received the following faculty grievances: two from the Medical School, two from the School of Engineering, and one from the School of Education. In each of the cases the Executive Committee made inquiries, and in four cases it appointed a mediator or mediation committee.

Subsequently, one Medical School grievance was withdrawn. In one case from the School of Engineering mediation failed. In the case from the School of Education a resolution was reached prior to formal mediation. In the second Medical School grievance, mediation failed and the parties were advised accordingly. In the second Engineering School grievance the matter is currently in mediation.

The Chair of the Executive Committee has, over the course of the year, also discussed potential grievances with a number of faculty members. Some of these discussions are ongoing.

The Executive Committee carried on its consultative role under the Faculty Code in connection with the appointment of the Associate Vice President for Research and Graduate Studies. Accordingly the Committee concurred in the recommendation of the appointment of Professor Donald Lehman to that position.

During the 1992-1993 Session the Faculty Senate through its committees and as a body of the whole has considered matters vital to the success of the academic institution and faculty participation in governance. The Executive Committee is deeply grateful to Senate members and to colleagues throughout the University for their extraordinary commitment, generous expenditure of time, hard work, and collegial support. The Committee also extends special thanks to the Coordinator for Faculty Senate Activities, Doris Trone, and her assistant, Jacqueline Washington,

for their enthusiastic, effective, and indispensable assistance in the accomplishment of the mission of the Faculty Senate.

Respectfully submitted,



Lilien F. Robinson
Chair, Executive Committee of the
Faculty Senate

Members of the Executive Committee:

Salvatore F. Divita
William R. Felts, Jr.
Robert J. Harrington
Peter P. Hill
Dennis H. Holmes
Gerald P. Johnston

RESOLUTIONS 1992-93 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral; Response of Administration
(91/11)*	5/8/92	A Resolution Requesting Reconsideration of the Construction of the Proposed Health and Wellness Center	Defeated 5/8/92	
92/1	5/8/92	A Resolution to Recommend Establishment of Fiscal Planning and Budgeting Committees in the Schools, Colleges, and Divisions	Adopted, as amended, 5/8/92	
92/2	11/13/92	A Resolution to Amend the <u>Faculty Code</u> and <u>Guide to Student Rights and Responsibilities</u> in order to Resolve Differences Between Them on Handling Allegations of Prejudice	Adopted, as amended, 11/13/92	Approved by the Board of Trustees February 10, 1993
92/3	1/15/93	A Resolution to Inaugurate a Lecture Series on the Times and Legacy of George Washington, to be Named in Honor of the Late Marcus Cunliffe	Adopted 1/15/93	
92/4	2/12/93	A Resolution on Post-Tenure Review	Adopted 2/12/93	
92/5	2/12/93	A Resolution on Coordination of the Faculty Senate Research Committee and the Advisory Council on Research	Adopted 2/12/93	
92/6	4/9/93	A Resolution on Religious Observances During the Academic Year	Adopted, as amended, 4/9/93	

*This resolution originated in the 1991-92 Session.

A Tribute to Herman Hedberg Hobbs
Professor of Physics

Professor Hobbs is retiring this year to become Emeritus Professor of Physics. His gifts of intellectual strength, integrity, wisdom, and wonderful storytelling have had a positive impact on students, faculty, and administrators. His personal interest in the development of his students made his classes both popular and deeply edifying.

Professor Hobbs earned his Bachelor of Science from our University in 1953 and his Doctoral Degree in Physics from the University of Virginia in 1958. He joined our faculty in 1959 as an Associate Professor, then became Professor and Chairman of the Physics Department in 1960, serving in that capacity for ten years.

Through the years, Professor Hobbs has taught over 15,000 students in such diverse fields as quantum physics, solid-state physics, and astronomy. He astounded his colleagues by remembering a good fraction of the names of over 400 students per class he attracted to his astronomy lectures. In 1986, he received the Columbian College Award for Excellence in Teaching. During his career here, he continued active and funded research in the area of metal-whisker crystal growth. In the meantime, his considerable reasoning powers were called upon while serving on the Graduate Council, the Research Committee, on the Faculty Senate (for four terms: 1964-65, 1971-72, 1972-73, and 1974-75), as well as acting as chairman of numerous University committees. His special talks for the Alumni Association have been recognized by two Service Awards and four Certificates of Appreciation.

We expect Professor Hobb's love of learning will continue into his retirement while he pursues his wide interests, including his research, astronomy, flying, and classical guitar.

Stefan O. Schiff
Professor of Zoology and
Genetics

Faculty Senate Meeting
May 6, 1993

A TRIBUTE TO JOHN CIBINIC, JR.

It is my pleasure to recognize the distinguished service to George Washington University and its National Law Center of

JOHN CIBINIC, JR.

Professor Cibinic was a 1960 graduate of the Law Center and a member of the George Washington University Law Review. He came to the University in 1963 to serve as Assistant Professor and Assistant Director of the Government Contracts Program, bringing a strong practical experience in government contracting from private practice. He served as Associate Professor from 1965 to 1968, as Director of the Government Contracts Program from 1966 to 1974, and was promoted to full professor in 1968.

Professor Cibinic was author or co-author of five leading textbooks on government procurement and of numerous articles and monographs. He has received national recognition for his scholarship and professional expertise, and as a consultant to Congress, government, industry and law firms. His contributions to the Government Contracts Program, a program that has significantly enhanced the reputation of the Law Center and of the University, have been immeasurable.

Professor Cibinic served the National Law Center and the University on a variety of committees and in special task forces and assignments. He served in the Faculty Senate for two academic years, from 1987 through 1989. He chaired the University's Security Committee, and under his leadership that committee undertook a major study of campus safety and made recommendations which led to the reorganization of the university's security force.

Professor Cibinic has been an outstanding colleague over his many years with the Law Center and has earned the respect, friendship and highest professional regard of the law faculty. The law school, its faculty and its graduates will long remember Professor Cibinic's practical advice, no-nonsense insight into the policy and planning choices of the faculty, personal devotion to the highest standards of legal education and deep loyalty to his students, colleagues and the National Law Center.

Robert E. Park
Professor of Law

Faculty Senate Meeting
May 6, 1993

A TRIBUTE TO RALPH CLARKE NASH, JR.

It is my pleasure to recognize the distinguished service to George Washington University and its National Law Center of

RALPH CLARKE NASH, JR.

Professor Nash, an Order of the Coif alumnus of the law school class of 1957 and an editor of its law review while a student, as well as a Phi Beta Kappa and a magna cum laude graduate of Princeton University, left the Department of the Navy to become Director of the Government Contracts Program at George Washington University in 1960. Specializing in the law of contracts and of government contracts in particular, Professor Nash became the author of widely used texts, casebooks and teaching materials on government contract law.

Professor Nash has been a frequent speaker and lecturer in continuing legal education programs on government contracts across the country. He was the co-author of Federal Procurement Law, three editions; Government Contract Changes, two editions; Administration of Government Contracts, two editions; and Formation of Government Contracts, two editions.

In the modern history of the law school, Professor Nash was a central player when the school recast itself in the early 1960s as the National Law Center with a special focus upon public law. In the long era of sustained national commitment to national defense from the 1960s into the 1990s, no one was more closely identified with the emergence of Government Contracts Law as a specialized public policy discipline than was Professor Nash. His positive influence on this era of evolving statutes and regulatory rationalization was of incalculable benefit to the nation and enormously enhanced the visibility and influence of the National Law Center. Professor Nash was the founder of the Government Contracts Program at the Law Center and its Director, 1960 to 1966.

Professor Nash served the National Law Center and the University on a variety of committees and in special task forces and assignments. He served in the Faculty Senate for six years and on the Executive Committee of the Faculty Senate for three years, and as Associate Dean for Graduate Studies from 1966 to 1972. Professor Nash enjoyed over his many years with the Law Center the fullest respect and collegial friendship of the faculty. We shall miss dearly his sensible counsel, good humor, patience and forbearance, as well as his deep loyalty to students, to colleagues and to the University.

Robert E. Park
Professor of Law

Faculty Senate Meeting
May 6, 1993

A Tribute to S. David Rockoff
Professor of Radiology

Dr. S. David Rockoff attended Albany Medical College and received his Radiology training at the University of Pennsylvania. He joined the faculty of The George Washington University Medical Center in 1971 as Professor of Radiology and Chairman of the department.

When he arrived, he found a small, low tech, almost 19th century department. He attracted nationally known faculty, developed a strong residency program, and enlarged the space of the department. He was instrumental in convincing the University that CT scanners would change the future of Radiology, and received the funds to install one of the earliest scanners on the East Coast; he gave up his administrative offices to make room for the scanner. He continually upgraded equipment and personnel in the Diagnostic, Nuclear Medicine and Radiation Oncology Divisions of the Department. In short, he created a state-of-the-art department with a national reputation.

He stepped down from the Chairmanship in June 1977, but continued, as a Professor, to devote himself to teaching students and residents, residents and scholarly writing. He served two terms (1976-77 and 1977-78) on the Faculty Senate.

Dr. Rockoff's commitment to patient care, administration, and teaching has earned him a national reputation. He will be sorely missed.

Mervyn L. Elgart
Professor of Dermatology

Faculty Senate Meeting
May 6, 1993

A Tribute to William R. Felts
Professor of Medicine

Dr. William R. Felts joined the faculty of The George Washington University Medical Center as a Clinical Instructor of Medicine in 1953. He is a home-grown product, having taken his residency and fellowship here, after an Internship at the now closed Garfield Memorial Hospital.

Dr. Felts has been an outstanding physician and teacher, and has risen to the rank of Professor. He has been active in teaching and patient care. In 1992, he was selected by the international community as a Master of the American College of Rheumatology. This honor acknowledges what we, his co-workers here, have known and benefited from for many years--that he is one of the hardest working and dedicated physicians in his profession.

In addition to his clinical activities, Dr. Felts has been active in areas of nomenclature and classification. He has served as Chairman of the Current Procedural Terminology Committee of the American Medical Association and as the Chairman of the International Classification of Diseases (ICD-9 CM) Updating Committee. These groups have gained increasing importance as regulatory agencies have relied on their systems to document clinical work done. He served two terms (1991-92 and 1992-93) on the Faculty Senate and was a member of its Executive Committee for that same period of time.

His strong national and international presence and his unique rheumatology practice have been a tremendous asset to The George Washington University. Dr. Felts has been a most energetic and ambitious physician and we take this opportunity to demonstrate our deep esteem and admiration.

Mervyn L. Elgart
Professor of Dermatology

Faculty Senate Meeting
May 6, 1993

May 5, 1993 • The Chronicle of Higher Education • A17

Research Institutions and Doctorate-Granting Institutions

1 **VANDERBILT UNIVERSITY**
1991-92 expenditures: \$778.2-million

Chief executive Joe B. Wyatt (1983)	\$395,725	\$15,181
Five highest-paid employees		
R. Bruce Shack, associate professor of plastic surgery	\$71,278	6,188
Harvey W. Bender, Jr., chair of thoracic and cardiac surgery and professor of surgery	\$23,727	12,500
Don M. Spengler, professor and chair, orthopedics and rehabilitation	491,499	13,800
George S. Allen, professor and chair of neurosurgery	467,782	13,312
Kevin F. Hagan, assistant professor of plastic surgery	456,348	8,228

2 **COLUMBIA UNIVERSITY**
1990-91 expenditures: \$1.029-billion

Chief executive Michael I. Sovern (1980)	\$363,600	\$46,199
Five highest-paid employees		
Eric Allen Rose, assistant professor of surgery	1,154,675	2,479
Frederick Rapoport, assistant professor of clinical medicine	1,007,200	2,750
Craig R. Smith, assistant professor of surgery	832,375	3,000
George Joseph Todd, assistant professor of clinical medicine	633,894	3,208
Frank E. Gump, professor of surgery	515,375	6,750

3 **JOHNS HOPKINS UNIVERSITY**
1991-92 expenditures: \$1.335-billion

Chief executive William C. Richardson (1990)	\$308,524	\$51,495
Five highest-paid employees		
Neal W. Salomon, associate professor of psychiatry	513,497	49,625
Arnold B. Reitz, director of cardiac surgery	418,351	42,027
Morton F. Goldberg, director of ophthalmology	398,547	45,332
Charles W. Cummings, professor and chairman, otolaryngology, head and neck surgery	378,877	45,111
William A. Baumgartner, professor of cardiac surgery	345,022	35,419

1 Pay includes \$72,357 in housing-related expenses

4 **NEW YORK UNIVERSITY**
1991-92 expenditures: \$1.192-billion

Chief executive L. Jay Olive (1991)	\$300,000	\$32,377
Five highest-paid employees		
Saul Farber, provost, medical center	315,500	31,345
Irene Freedberg, professor and chairman of dermatology	275,680	31,345
Wade Parks, professor and chairman of pediatrics	275,483	31,616
Peter J. Hughes, deputy provost and executive VP, Medical Center	265,000	31,345
John Brademas, president emeritus	263,619	32,340

5 **YALE UNIVERSITY**
1991-92 expenditures: \$791.8-million

Chief executive Barro C. Schmidt* (1986)	\$289,500	\$24,849
Five highest-paid employees		
John C. Baldwin, professor of cardiothoracic surgery	460,925	42,071
Gary Kopf, associate professor of cardiothoracic surgery	437,699	30,898
John A. Eleftheriades, associate professor of surgery	417,915	33,232
Benjamin Bunney, professor and chairman of psychiatry	312,200	38,210
William F. Collins, Jr., acting chairman of surgery, professor of neurological surgery	296,118	39,348

6 **DUKE UNIVERSITY**
1990-91 expenditures: \$894.7-million

Chief executive M. Keith H. Brodie (1985)	\$285,000	\$63,840
Five highest-paid employees		
Ralph Snyderman, chancellor for health affairs and dean of the medical school	310,000	69,440
Eugene J. McDonald, executive VP	250,000	56,000
Philip A. Griffiths, provost	210,000	47,152
Charles E. Putman, executive VP	208,571	46,787

7 **UNIVERSITY OF PENNSYLVANIA**
1991-92 expenditures: \$1.327-billion

Chief executive Sheldon Hackney (1981)	\$285,000	\$25,823
Five highest-paid employees		
Alan J. Wein, professor of urology	1,104,000	0
William Harnsford, professor of surgery	882,123	16,586
William Petric, associate professor of surgery	655,068	17,348
Eugene S. Plummer, professor of neurosurgery	618,208	0
Leslie M. Sutton, assistant professor of neurosurgery	\$51,838	\$4,889

* Penn pays Drs. Wein, Harnsford, and Plummer \$32,000 each, and Drs. Petric and Sutton \$25,000 each. The other incomes come from their clinical practices.

8 **UNIVERSITY OF CHICAGO**
1991-92 expenditures: \$679.0-million

Chief executive Harris H. Gray (1978)	\$285,000	\$18,000
Five highest-paid employees		
Samuel Heiman, dean, division of biological sciences and school of medicine	579,717	18,000
Robert B. Karp, professor of surgery and section chief, cardiac surgery	464,000	18,000
Thomas Krizek, professor of surgery	427,843	18,000
John F. Mullan, chief of neurosurgery	421,000	18,000
Zalman P. Uelskin, professor of education and director, U. of Chicago School Math Project	397,673	3,904

9 **BOSTON UNIVERSITY**
1991-92 expenditures: \$639.5-million

Chief executive John Silber (1971)	\$275,000	\$139,
Five highest-paid employees		
David Acker, professor and chairman of obstetrics and gynecology	264,400	27.1
Arum Chobanian, dean, medical school	260,000	28.2
Charles Smith, senior VP and treasurer	250,000	53.2
Charles Delisi, dean, college of engineering	245,312	3.6
Robert Feldman, VP for development	240,928	28.7

10 **GEORGE WASHINGTON UNIVERSITY**
1991-92 expenditures: \$548.9-million

Chief executive Stephen J. Trachtenberg (1988)	\$274,875	\$30,113
Five highest-paid employees		
Edward Lums, department chairman, neurosurgery	457,490	18,722
Manochar Arshady, department chairman and professor of ophthalmology	414,963	18,253
David Davis, chair of radiology, professor of radiology, neurology, and neurosurgery	323,793	22,067
Robert Shesser, professor of medicine and emergency medicine	317,376	12,988
Alan Weingold, department chairman and professor, obstetrics and gynecology	316,363	17,642

11 **CALIFORNIA INSTITUTE OF TECHNOLOGY**
1990-91 expenditures: \$1.306-billion

Chief executive Thomas E. Everhart (1987)	\$260,000	\$53.9,
Five highest-paid employees		
David W. Morrison, VP for business and finance, treasurer	191,004	41.97
Paul C. Jennings, VP and provost	185,000	33.70
W. Barclay Kamb, professor of geology and geophysics	184,585	37.10
Rochus E. Vogt, professor of physics and director, Laser Interferometer Gravitational-Wave Observatory Project	178,212	36.47
Edward C. Stone, VP and director of Jet Propulsion Laboratory, professor of physics	172,500	31.85

12 **MASSACHUSETTS INSTITUTE OF TECHNOLOGY**
1991-92 expenditures: \$1.098-billion

Chief executive Charles M. Vest (1990)	\$255,000	\$94,091
Five highest-paid employees		
Walter E. Monrow, professor and director, Lincoln Laboratory	214,000	78.96
Glenn P. Strehle, VP and treasurer	200,000	73.80
Paul E. Gray, chairman of the corporation	190,000	70.11
Arnold N. Weinberg, professor of medicine	187,000	67.74
John M. Smith, professor of physics	181,000	64.74

1991-92 expenditures \$502.4 million	HOWARD UNIVERSITY
Chief executive	
Franklin G. Jenifer (1990)	\$186,745
The Midwest paid employees	
William W. Jones, VP	592,227
for business affairs	10,234
Marvin W. Wiggins	
of administrative	227,725
James L. Neal, chairman	
of radiology	24,580
Alfred Goldson, chairman	
of radiation therapy	210,374
Angelo D. Ferguson, associate	
VP for health affairs	187,068
1990-91 expenditures \$476.7 million	22,042

AMERICAN UNIVERSITY	
1991-92 expenditures \$187.5-million	
Chief executive	\$185.457
Five highest-paid employees	
Richard Burrell, professor	245,894
of physics	
Donald L. Meyer, VP	188,182
University president	
Thomas E. Williams, professor and	168,858
dean of the law school	
Charles Grossman, professor	149,840
of law	
	17,780

NAME	POSITION	1900-01	1900-01
CLAREMONT BRADKIST SCHOOL		\$42.8-million	
Chief executive			
John D. Hagarty (1981)			
Five highest-paid employees			
L. Victor Ashton, VP			
for development			
Gale D. Harwell, dean			
center for management			
Donald A. Macmillan, VP			
for academic affairs			
James Fowler, professor			
of mathematics			
David E. Drew, professor			
of education			
\$132,236			
\$23,833			
\$20,473			
\$20,810			
\$14,840			
\$30,832			
\$8,083			
\$107,730			

WASHINGTON UNIVERSITY	
1901-02 expenditures: \$130.5 million	
Chief operating	
William H. Danforth (1972)	\$129,216
Five highest-paid employees	
James L. Cox, professor	
of surgery	
Thomas L. Snow, associate	
professor of surgery	
William J. Cantone, professor	
of surgery	
Gregorio A. Sbard, professor	
of surgery	
Charles B. Anderson, professor	
of surgery	
	\$61,278
	\$6,167
	\$24,034
	\$30,745
	\$487,000
	\$78,236
	\$25,189
	\$18,986
	\$19,68K

Category	Amount
Class salaries	\$222,000
David O'Brien (1984)	
Five highest paid employees	
Robert E. O'Brien, professor	\$64,053
Edward C. Fleckinger, professor	\$60,000
of surgery	
Donald A. Gabel, professor	\$50,000
of anesthesiology	
Edward M. Rame, associate	\$27,077
professor of anesthesia	
Richard J. Fink, professor	\$18,777

NAME	POSITION	1990-91 SALARY
DAVID S. BAKER	CHIEF EXECUTIVE OFFICER	\$1,081,000
DAVID C. BOK	DEAN	\$187,500
FRANK J. BORDOWITZ	PROFESSOR AND DEAN OF MEDICINE	\$250,000
JOHN W. BUCHHEIT	PROFESSOR AND DEAN OF BUSINESS	\$193,500
MICHAEL C. BUREN	PROFESSOR OF BUSINESS ADMINISTRATION	\$187,667
ROBERT C. CLARK	PROFESSOR OF ADMINISTRATION	\$187,667
ROBERT C. CLARK	DEAN OF LAW	\$171,000

EMORY UNIVERSITY	
1991-92 expenditures: \$96.1 million	
Chief executive	James T. Laney (1977)
Five McDonald award recipients	Charles R. Hatcher, Jr. VP for health affairs Hosp W. Randall, Jr., associates professor and chair of Gynecology and obstetrics
250,080	John Peltus Kido, professor and chairman of medicine
234,004	Geoffrey Brooker, assistant professor of ophthalmology
222,455	Jeffrey L. Hougl, dean, school of medicine
218,400	
52,416	

BRANFORDS UNIVERSITY	
1991-92 expenditures: \$139.8-million	
Chief executive	
Samuel O. Thier (1992)	\$202,360
Four highest-paid employees	
Student Affairs, acting president	
and dean, school of social work	175,000
Harsh Moolay, professor and	
director, Rosenstam Basic	
Medical Research Center	134,629
Student Services, provost	133,900
Stanley A. Rumbaug, executive	
vice for finance and	
administration	124,835
	19,270

1991-92 expenditures	\$264,600.00
Chief executive	\$197,689
Five highest-paid employees	\$223,790
Chairman of psychology	\$19,463
David S. Greer, professor	\$172,417
Leon M. Cooper, professor	\$161,800
of physics	\$74,245
James M. Gallelli, professor	\$159,934
of medical sciences	\$134,688
Thomas P. Glynn, senior VP	\$12,226
finance and administration	

1981-82 expenditures: \$666.4 million	
Chief executive	\$255,000
Edward T. Potts, II (1981)	
Two highest-paid employees	\$68,107
Mark Brown, professor and chairman of orthopedics	\$56,904
Ray T. Dismore, professor, orthopedics and rehabilitation	\$65,486
Robert Rosenzweig, professor orthopedics and rehabilitation	\$47,229
N. W. Brian O'Connell, professor and chairman, neurosurgery	\$41,837
and chairman, neurosurgery	\$6,704

LEHIGH UNIVERSITY	1961-62 expenditures: \$186.7-million
Chief executive	
Philip W. Leites (1962)	\$241,550
Five highest-paid employees	
Allen W. Parnes, provost	\$51,175
John W. McElroy, VP for	
administration and treasurer	\$80,180
John Fisher, professor	
of civil engineering, director	
of Mass Center	
Joseph Goldstein, professor	
of material science and	
engineering	
Donald Smyth, professor,	
material science and	
engineering	\$49,020
	\$43,755
	\$14,621

1991-92 expenditures \$873.0-million	
Chief executive	\$25.000
Steven B. Sample (1991)	
Five highest-paid employees	
Richard L. Tannen, professor and	28.576
chief of medicine	
Richard David Crandall, professor	28.973
of medicine	
Lawrence H. Nadel, professor and	27.203
chief of neurology	
Robert L. Bachner, professor	27.137
and chairman of pediatrics	
Tom R. DeWeese, professor and	27.203
chairman of surgery	

Page	Number
15.665	167.418
36.368	168.950
26.780	174.858
31.109	175.265
23.066	179.428
\$35.304	\$230.062

1991-92 expenditures \$290.5million	
Chief executive	\$29 667
Agnes Rye (1987)	\$728 000
Five highest-paid employees	
Andy Farwell, professor of	
pediatrics	
Jeffrey Blumer, professor of	
pediatrics	\$230 316
Henry M. Shulka, chairman and	
professor of surgery	\$229 100
5 Charles Schulz, chairman and	
professor of psychiatry	\$271 600
Andrew J. Manning, chairman and	
professor of otolaryngology	\$213 465
	\$30 060
	\$210 492

28

BROOKLYN YOUNG UNIVERSITY
1991-92 expenditures: \$410.0-million

Chief executive
Rui E. Lee (1988)

Five highest-paid employees

\$128,135	Head of Biol. professor
123,456	Chief of chemistry
106,020	John M. Peterson, professor of zoology
103,015	James W. Garrison, professor of mathematics
100,715	Marvin J. MacNeill, professor of health sciences
100,612	
2,250	

29

CORNELL UNIVERSITY
1990-91 expenditures: \$1,079.4-million

Chief executive
Frank H. T. Rhodes (1977)

Five highest-paid employees

1,736,009	Wyrne Iacon, professor of cardiology
43,721	Karl H. Kieffer, associate professor of cardiology
1,222,849	Samuel Lang, associate professor of surgery
841,550	Stanley Chang, associate professor of clinical cardiology
808,918	Michael H. Laine, assistant professor of orthopedics
40,651	
13,762	

30

CATHOLIC UNIVERSITY
1991-92 expenditures: \$68.9-million

Chief executive
Rev. William J. Ryan (1982)

Five highest-paid employees

\$116,700	Rev. William J. Ryan (1982)
132,310	David Gorman, professor of the law school
129,108	John J. MacCoy, dean, engineering
124,202	Harvey Zuckerman, professor of law
121,311	John MacCoy, professor of law
118,875	John MacCoy, professor of law

31

GEORGETOWN UNIVERSITY
1990-91 expenditures: \$658.4-million

Chief executive
Rev. Leo J. O'Donovan, S. J. (1989)

Five highest-paid employees

729,386	Robert B. Wallace, professor and chairman of surgery
504,756	Henry M. Katz, associate professor of surgery
480,450	Ray Brumby Sessions, professor and chairman, department of obstetrics and gynecology
485,261	Richard A. Hopkins, director of pediatric cardiac surgery
447,035	Joseph V. Collins, director of internal medicine
417,035	Internal medicine

32

YERKES UNIVERSITY
1991-92 expenditures: \$283.9-million

Chief executive
Norman Lamm (1978)

Five highest-paid employees

\$329,925	James Schauer, professor and chairman of medicine
315,803	John R. Lamm, professor and chair, obstetrics and gynecology
283,151	David Ziemer, VP for development
249,770	Donald P. Purpur, VP for medical affairs
249,088	Harman Van-Praag, professor and chairman of psychology
21,96	

33

BOSTON COLLEGE
1991-92 expenditures: \$233.7-million

Chief executive
J. Donald Mahoney, S. J. (1972)

Five highest-paid employees

306,564	Francis B. Campagna, professor of management, former executive VP
182,000	Donald R. Coughlin, dean of the law school
164,136	Thomas Coughlin, football coach
163,485	William Flynn, special assistant to the president
150,000	Joseph M. Pastore, S. J., executive VP

34

FORDHAM UNIVERSITY
1991-92 expenditures: \$181.1-million

Chief executive
Rev. Joseph A. O'Hare, S. J. (1984)

Five highest-paid employees

168,775	John D. French, dean, school of law
158,400	Joseph Penho, law professor
150,099	Lloyd H. Rogler, professor of law
148,840	Lloyd H. Rogler, professor of law
132,042	Bruce M. Santoro, VP for development

REPORT OF THE EXECUTIVE COMMITTEE
MAY 6, 1993
PROFESSOR LILIE F. ROBINSON, CHAIR

Before presenting our Report, I would like to thank President Trachtenberg for providing for today's refreshments.

On behalf of the Executive Committee, let me turn to its Report.

I. SENATE COMMITTEES

Meeting in a joint session, the outgoing and incoming Executive Committees made recommendations for election of Senate Committee Chairs and Members. So that the work of the Senate may continue effectively and efficiently, Chairs for the 1992-1993 Session are requested to submit their annual reports and to convey all necessary files to "incoming" Chairs. Please note that members of the Executive Committee will be assigned liaison responsibility for each Senate Standing Committee.

II. RESOLUTIONS

The Faculty Senate acted upon six resolutions during the 1992-93 Session; these resolutions have been forwarded to the President for his response.

III. GRIEVANCES

A grievance from the Engineering School, previously reported upon, is in the mediation phase; Professor Charles Craver (Law School) was appointed by the Executive Committee as Special Mediator in this case. A grievance in the Arts and Sciences was submitted this week to the Executive Committee. It is under review by the Executive Committee.

IV. TENURE DECISIONS: SCHOOL OF ENGINEERING AND APPLIED SCIENCE

On May 3rd the Executive Committee received a memorandum from Vice President French requesting its advice with regard to decisions on faculty tenure recommendations from the School of Engineering and Applied Science. The main points of that memorandum may be summarized as follows:

- * Six faculty in the School of Engineering were recommended for tenure this year.
- * The full-time equivalent enrollment in SEAS has dropped by 1/3 during the past 10 years, primarily in undergraduate engineering enrollments.

- * Regular active-status faculty increased during the same ten years by 40%.
- * Sponsored research has increased during the ten years by about \$900,000 or 1/6 beyond the level in 1982.
- * The administration has concluded it cannot afford to grant tenure to additional faculty in SEAS at the present time and at least for the next three years.
- * The options for action suggested by the Administration are:
 1. Offer those who would normally receive tenure a 3-year contract, with tenure effective 1996-97 if merited and if SEAS finances sufficiently improve.
 2. Deny all additional SEAS tenure recommendations on grounds of changes in finances and academic needs in SEAS.
 3. Formally abolish the tenure-accruing lines for the persons considered for tenure this year and offer them either a multi-year non-tenure contract or a terminal year to look for another position.
- * The administration preference is for the first option, i.e., to suspend the granting of tenure in SEAS for three years, and perhaps indefinitely pending reconsideration of finances at the end of the three years.

The Executive Committee's response to the request for advice was "that if the administration selects any of the listed options . . . it will in effect be nonconcurring with faculty recommendations. As the Executive Committee has the Code-mandated responsibility for reviewing nonconcurrences, it would be inappropriate for it to extend advice or opinion on cases that may come before it."

We have circulated for your information and consideration the memorandum of Vice President French, the accompanying statement from him on the financial situation in the School of Engineering and the response of the Executive Committee to Dr. French's memorandum. Also included is a memorandum received yesterday from the Chair of the SEAS Finance Committee which rebuts the pessimistic financial picture provided by the administration. Additional data is attached to this memorandum, including the increase of SEAS tuition by 190% during the ten-year period and a calculation that the revenue of SEAS minus costs has not decreased during this period. (A General Discussion of Item IV. follows this Report.)

As evidenced throughout the year, some very important matters confront the faculty, and the Senate has a major and singular role. I am confident that we will continue to work effectively on behalf of our colleagues and our University. I look forward to working with all of you in the 1993-94 Session. Thank you and best wishes for a healthy and productive summer.

GENERAL DISCUSSION

ITEM IV. TENURE DECISION: SCHOOL OF ENGINEERING AND APPLIED SCIENCE

Professor Kirsch said he wished to comment on Item IV. of Executive Committee's Report. He pointed out that the Faculty Code was amended with the full advice and consent of the Faculty Senate to include the phrase "programmatic need." The Senate thereby recognized the right of the administration, if they could make an undisputed case of programmatic need, for denying tenure. However, the Executive Committee's response to this issue, he said, was entirely appropriate.

President Trachtenberg then asked to make the following statement:

May I have the consent of the Senate to response to Professor Kirsch and to speak to this issue briefly. Technically I am out of the Chair. What the administration believes it is doing is not denying tenure but rather we came to the Senate with the hope that we could get some help in protecting tenure. First of all, it would seem to us we have our first obligation to those faculty who are already tenured because, as to those persons, there is no question tenure has been granted. Secondly, it is our earnest belief that as to those people about whom there is no dispute between the faculty, the dean, and the Vice President and myself among those six people, it is our earnest ambition that we come to a point where we can, in fact, grant those people tenure--our purpose is to give them tenure, not to deny them tenure. But we were struck by the data that was developed, not so much by ourselves, but rather by a member of the Engineering School faculty--Professor Garriss--which data indicated a very melancholy circumstance in the School of Engineering in which the number of faculty had gone up dramatically, the number of students had gone down dramatically, and research was essentially flat. Under those circumstances, we felt the responsibility, not only to the School of Engineering, but rather to the faculty of all the other schools and colleges who are ultimately being taxed in one form or another to

permit cross-budgeting and support of this School. Our purpose is to keep the School of Engineering vital and energetic--we are confident that that's possible--we have recruited only in the last year a dean in whom we have tremendous personal and professional confidence and we believe that, not only the dean, but that the faculty of the School of Engineering have the ability and the wit and the energy to assist us to assist them in seeing to it that tenure is plausible and sensible. Now, in Vice President's French's memorandum, he talks about a review three years out. We talked about that because we think it is probably going to take about a year or two to figure out how we deal with these questions in a collegial manner, engaging the Engineering faculty completely and thoroughly in a discussion because ultimately without their participation any plan is futile, and it is altogether possible that a solution will be found earlier at which point it will be our delight to move with alacrity as we are not fixated on the three years. I don't think we ever said that we were deferring tenure in those cases indefinitely--that's not the case--indeed, we set a specific limit to the deferral--we think those people are entitled to an absolute and definitive answer in a reasonably clear period. Frankly, what we were looking to do is something that was not irrevocable. That is to say, we have a sense, and I think it is generally shared by the Senate, if the instruction I have received from the Senate in past meetings this academic year about its sentiment about tenure is accurate, tenure once granted is reasonably inviolate. And so for us to award tenure at this time, given the dicey situation, seemed to us perhaps not as responsible as you would expect us to be, and, at the same time, we value these colleagues. A judgment has been made by the departments, by the dean, by Vice President French and myself that were circumstances different, we would be happy to recommend tenure for these people to the Board of Trustees, and we are prepared to tell those people that now and explain, as we already have in a joint meeting with the impacted individuals, what our thinking is.

We have no illusion that this does not impact on individuals and we recognize that and that causes us significant concern and personal distress. On the other hand, we find ourselves between a rock and a hard place--an obligation to the people who are tenured, and an obligation to the rest of the faculty within the University, and this is clearly spelled out, I might say, in the manuals and bylaws of the institution that we have a fiduciary responsibility to the Board of Trustees, to the faculty, to the institution writ large, and we are frankly searching for a pathway that is fair and appropriate to all the

parties which is why our first instinct was to seek the counsel of the Senate as to which of several alternatives seemed soundest. Now, in its own judgment for reasons satisfactory to itself, the Executive Committee of the Senate has declined to participate in any kind of dialogue and it is not for me to second-guess that decision, but it does throw the administration back on its own resources, and denies us the wisdom we had hoped we would get through some exchange with the Senate. I regret that because frankly I thought that the Senate might have some wisdom to impart to us on these matters, if not in a formal way, surely in an informal way, but we will soldier on. We will try to figure out how to deal with this. But I think it is perhaps useful to me to make very clear our motives. Our motives are to come out of this process if it is at all possible, giving tenure to as many of these people as is possible, and to not only maintaining the School of Engineering, but seeing it prevail as a strong School of Engineering within the family of schools within the University. And living up to our obligations to all of the faculty who make up the University, whether it is the Law School or the College of Arts and Sciences, or the School of Education, or wherever within the institution. I would be happy to answer any questions I could on this.

Professor Mitchell asked if it was the administration's position, regarding the first alternative of delaying tenure for three years, that the affected faculty members would not have to go through another tenure review at the end of that period, i.e., the decision on the merits has been made, and the delay is only a matter of financing. The President replied that that was substantially correct, assuming the School was turned around financially. Professor Mitchell said, in his language, then, there is a rebuttable presumption those affected faculty have tenure, and the President agreed. Vice President French said that in his meeting with the dean and the affected faculty, the understanding, he thought, was that the annual reviews would take place in the normal way with the usual rigor, but a fresh de novo tenure review at the end of the three-year period was not expected.

Professor Harrington said that the Senate's Executive Committee and probably most the Senate members here consider that a delay in granting tenure to these faculty is tantamount to nonconcurrence. If the administration wishes to nonconcur, it either has to show there are programmatic needs or there are financial exigencies--it is one or the other, not both. The President replied that he would dispute the conclusion that it is a nonconcurrence.

Professor Silber pointed out that the Faculty Code requires that at the end of seven years faculty members are either given tenure or are discontinued in their employment. Professor Mitchell responded it seemed to him that, as long as the individuals in questions consent to a variation from the Faculty Code when it affects only them, that seems to be their privilege. Professor Schechter, citing the relevant Code provision said that it seemed to him that if the Board of Trustees and the affected individuals agree to a modification of their contract with the University, then Professor Mitchell's logic is correct. The President said it seemed to him that the administration could accommodate by denying tenure but he did not think that was in the best interest of the individuals, the School of Engineering, or this University. Professor Harrington replied that, as far as the Code was concerned, the administration should make up its mind. If it is going to deny these individuals tenure, then deny it, but don't ask them to delay their tenure because he was quite certain they would not accept such a delay.

Professor Englander expressed his concern that by delaying tenure the morale of all tenure-accruing faculty would suffer. The University would be asking them to risk spending their time here. The President replied that when tenure is granted, faculty expect compensation to flow from it. What the administration has demonstrated is that while the number of tenured faculty and the number of faculty in the School of Engineering have gone up in the last decade, the number of student enrollments have gone down and the research has remained flat. There is a correlation between the number of faculty and the size of the payroll on the expense side, and the number of students in the School on the income side, and what the administration is searching for is a way to reconcile the two. We are now at a point where we have six tenure proposals, which have all come up at exactly the same time and this is a very consequential turning moment in the life of the institution. We see ourselves as having an obligation to protect the tenures that have already been given and that subsequent tenure commitments be made with a sense of fiscal confidence that the resources are going to be there in the future.

Professor Englander said he believed that the University faculty all share the idea that those funds are fungible -- they are supposed to be moved around the University in order to maintain programs, departments, etc., and that part is nothing new. His concern for a precedent, however, was that the University obviously knew these tenure lines were there and that six faculty that would be up for tenure this year. Professor Englander thought it somewhat staggering that in late April when the tenure decisions are about to be confirmed that an economic crisis has occurred. He said he would have a difficult time explaining this to his younger colleagues.

In following up on Professor Englanders's point, Professor Pelzman said "he didn't think any of us in the room were born yesterday," and he could not believe that this is an emergency that occurred three days ago. At what point do the Senate Committees of the University get to discuss the problem that's occurring in terms of a "single school" vs. "other schools?" Where is the planning process of reallocating funds across school lines--what happened to the fiscal process? We're in the process that basically says that there are certain costs to be attributed to schools and certain revenues to be attributed to schools. Professor Pelzman said he did not remember in any of the Senate minutes last year that any of this came up, yet a new dean of SEAS was hired, who one would expect knew about this situation when he came on board, and yet this emergency suddenly came down on the Executive Committee three days ago. The President asked Professor Pelzman, "When would be a good time for discussing these things?" In his past experience as a university president for 15 years and as a university administrator for 25 years, the President said at any time in the process whenever he had to bring bad news, it was always the wrong time. He said that this is a disagreeable business and it makes the administration very unhappy, but he was grateful for this discussion because it has been very helpful to him.

Professor Mitchell said that, as a member of the faculty of one of the University's "cash cows," one of the Law School's Clinics was cut at the last minute and the faculty were not happy about that. But for the immediate term, he thought the Senate ought not to let the question of why this has occurred block the fact that the President is asking for advice on how to deal with six human beings. Professor Kirsch made the point that the administration would not have known at least until November that there were six people who would be recommended for tenure. It was quite possible that some people would have had a negative tenure decision. In this particular case, he said, the University does not know how much stress and strain there will be on the budget until after the tenure recommendations are made.

Professor Park said he wished to make several points, because they are tangential to some of the recent discussion, of the Appointment, Salary, and Promotion Policies Committee. Professional Ethics and Academic Freedom Committee may want to consider these next year, as well. Professor Park stated the following:

First, the AAUP has standards in regard to financial exigencies that justify modifying tenure contracts. It seems to me that if the AAUP does not recognize our situation as a justifiable financial exigency, we should know their position on it and plug that into the process. It seems to me, Professor Mitchell is quite right that in

one sense it is a question of contracting with the individual professor, and rights under the Code might be waived, particularly out of personal necessity, but such a waiver, nevertheless, may have consequences to our AAUP standing. The AAUP does have some odd rules and they have some very stiff attitudes in response to any modification of those standards. The second thing I would like to raise is that, assuming that there is a financial exigency here, we need to think through just what that original tenure-track appointment means. It seems to me quite extraordinary to expect the University in putting someone on a tenure track that has six operational years to require the University under those circumstances to foresee its financial situation at the end of the sixth year. All the arguments that have been made in regard to unfair surprise apply to the first of the six years, as well as to the sixth year. And so it seems to me that maybe we should formulate a considered position as an institution as to how financial exigencies can come into play to interrupt the normal development of those six years, so that department heads can advise the younger faculty and so that financially compelled frustrations of tenure will not have to be decided on an ad hoc basis.

Another point it seems to me arises in regard to the Executive Committee's refusal to consider it. The quasi-judicial functions of the Executive Committee do justify its holding itself apart. There are other Senate Committees--PEAF and ASPP--which, in terms of future routine, should be brought into a consultative capacity for these kinds of crises and perhaps you could get some earlier advice through that informal mechanism.

The Faculty Senate is partly concerned this afternoon, I think, by the fact that this has come on with a "rush." Perhaps, we should incorporate into our routine annual reports a report to the Senate from the Vice President of Academic Affairs, or from the President, that shows the relative status of schools in regard to faculty size, student enrollment, revenue from research, revenue from tuition, and in some kind of comparative way permits the Senate, as well as the administration, to have an early warning of these kinds of crises as they are developing.

Professor Harrington stated that the School of Engineering does not agree with the administration that the school is in financial difficulty. Referring to Professor Garris' memorandum of May 5th, he said Figure 5 shows quite clearly that SEAS is not in such distress as the administration maintains. The President replied that despite Professor Garris' best faith effort at advocacy, it seemed to him that Professor Garris makes point after

point in his memo confirming the administration's judgment. Professor Harrington said he wished to emphasize the point that if the administration refuses these faculty tenure or asks them to delay tenure for three years--which comes to the same thing--that will effectively make the current young faculty who are on tenure-track so anxious about their positions that they will not wish to stay here any longer. In other words, the administration would be effectively making it impossible for the School of Engineering and Applied Science to be able to recover from the present position. The President replied that one might consider other things, for example, like not hiring any new faculty. Professor Harrington noted that SEAS was actually in the process of hiring new faculty and yet the administration was talking about denying tenure, which under AAUP rules would be a serious matter for the University.

Professor Mitchell noted that the Law School had just lost an important program and was about to lose another program even though the Law School is an extremely profitable area of the University and has been taxed to the limit in helping to support other programs. He said if the Engineering School is not making money and is losing money, and the Law School is supporting the Engineering School, he personally, as a member of the law faculty, did not want to see any more programs cut in the Law School to support the Engineering School. The President said he was not arguing to cease cross-budgeting but the University has to be fiduciary shepherds of institutional resources and there is a need for a certain amount of balance.

Professor Goulard said his complaint is about the tardiness of the decision. If the administration wanted to have the support of the faculty, it should have warned them. In the last two or three years, the School of Engineering has hired new faculty with the administration's permission. Therefore, commitments were made to the School in either a spoken or unspoken way, and now the School is supposed to turn back to its faculty and tell them the School has made a mistake. President Trachtenberg explained that the administration became aware of this problem in late November. It was not something that came from the School, rather it was a concern brought to the School. The administration wrestled with this problem trying to come up with a decision short of this one.

Vice President French said he wished to speak to the issue of tardiness because he felt somewhat accountable for it and was unhappy about it. If Professor Goulard would recall, he said, the administration over two years ago was given a report by consultants, informing us of many of these trends. Then the School had to go through two years of transition waiting to find a new dean. By the time the administration had received the dossiers on these six people and had had an opportunity to discuss various options, it was spring. Vice President French said it was another case in which he might say that good intentions and a certain permissive-

ness represent bad planning, but it was not out of a desire to wait until we were in these circumstances to make a decision. He thought that that is understandable, if not defensible.

Professor Silber asked what conditions must change in the next three years that would lead the administration to grant these six people tenure, and if conditions did not change, would these people be continued for another three years, or would their positions be terminated? In reply, President Trachtenberg said that the focus was not so much on these six people but rather on the circumstances of the School. He said the administration wants to strip the "malaise" away from the School, a term Professor Garris uses in his memo to describe the performance of SEAS. The administration is trying to come to a rational resolution of this situation, working with the faculty because clearly they are going to have a whole variety of suggestions and ideas. What will happen at the end of the three years, if enrollments continue to go down? He said it would be hard at that point to not say that we were concerned three years ago when the enrollments were down 40%, they are now down 60% and we are no longer concerned and were going to give tenure. The President said that there is some risk involved; however, he thought it may well be that we can turn the School around in two years, rather than three. Vice President French pointed out that there has been an objective change in the revenue from the Continuing Engineering Educational Program (CEEP) that was always used to meet the expenditure budget from the University's annual allocation. But with such a decline in the revenue from CEEP, charges are having to be made against that reserve which will reduce it to zero. He said that what is needed to turn this situation around is to have stronger per capita research productivity, to arrest the slide in the CEEP revenue, and to do something serious about enrollments.

Dean Frieder said he would like to allay the fears of his astute colleagues from the Law School. This year, as in past years, he said, all of the deficits of the School were carried by the School with its own reserved funds, still providing income above expenses to the University. The faculty of the School of Engineering are engaged individually and in committees in turning around the School. He explained that some of these trends are national trends, and he said that the enrollment will go down for the next three years no matter what we do, not because we are not turning around, but because of the effect of the pipeline. He said that Engineering is cyclical and the School is stabilizing, but he could not promise anybody that in three years enrollment will increase.

Professor Harrington explained that when Engineering had its own enrollments in the undergraduate school, they were quite successful but they were taken away from the School and put under the control of the Admissions Office which did not help the School

at all. He said that the School needed to have those back again to give the School an opportunity to get its enrollments back up. He noted that Civil Engineering, which is down now, is picking up very well all over the country and the School does not want to miss out on that. The President replied that perhaps some of the Engineering faculty could be moved to the Admissions Office for a year or two to try and address that agenda. However, the University needs to have some stability to be able to make long-term commitments that go up and down with the economy that allows the institution to remain stable.

Professor Park said that he would like to go back to the Code because he thought part of the Senate discussion has turned on the fairness or surprise element of presenting these tenure candidates with this notion of a financial consideration at the last minute. The Code is quite explicit on this in regard to tenure. He then read Section IV. C. Tenure, which states: "Upon a specific showing that the academic needs of the University have changed with respect to a particular position, that factor may also be considered in determining whether tenure shall be granted." He said that that seemed to him to be notice. Although not the kind of notice that is put in the acceptance appointment letter, it is part of the general culture of universities. He thought the University was trying to present these candidates with alternative options. The clean solution would be to invoke this clause based on financial necessity, terminate these six people, and start over anew. But that has economic consequences in terms of bargaining and recruiting and consequences to faculty morale. He said that the University is not just being generous in trying to make this alternative arrangement, it is also looking to its own long-term considerations. Professor Park said, again, that the Code language is precise notice for the kind of situation being discussed this afternoon.

Professor Robinson then made the following statement:

If I may, I would like to review why the Executive Committee came to the decision that it could not extend advice on these cases. I am concerned that some people have the impression that we are a group of people simply refusing when asked to consult. I don't think we could under the circumstances. Had this question been asked of us a little while ago while committees were still functioning we could easily have done what Professor Park indicated. We probably would have said to the Appointment, Salary and Promotion Committee there are a number of issues that may be coming up, the President needs your advice on this. We would have gone to Professional Ethics Committee and we would have given them a series of assignments in which advice could have been given. If you had asked us in a general sense a few months ago "have you got any

advice to offer" and if we sensed that we would not be the appropriate body, we would have turned it over to someone else. This matter came to us on Monday morning. There are no committees meeting at the end of the semester. There was no other resolution. And the Executive Committee itself could not advise on cases which in all likelihood would come to it later as non-concurrences or even grievances. We also understood quite well that by reporting to the Senate, and I discussed with Dr. French exactly what we would do, that when we made our report, there would be discussion such as the one we are having now. I would suggest to the administration that, at any time, when there is an issue, one even in its very infancy, that is the appropriate time to seek consultation for some, maybe not for all. I think you will find us candid, perhaps too candid sometimes, but certainly we would attempt to be helpful. I don't think that we work in isolation at this University, and I do not believe that each school is responsible only for itself. I know that there are cycles and we do support each other. This is how it works within the departments and within each school at the University. And I think that you have a group of people who are, in fact, very positive in attitude. We do not wish at any point that the outside community and our own feel that this is not a cooperative group of people. And particularly that the leadership of the Executive Committee somehow instinctively drags its feet and does not move ahead. That's not our intention, and I just wanted this to be clear for the record.

President Trachtenberg said that he had no quarrel with the Executive Committee's response because of its quasi-judicial role. In his five years at GW, he found that this was a faculty that the administration could come to and work with for the welfare of the institution.

Professor Mahmood said that he wished to make the following three points. First, the School of Engineering is not the "sick man" of the George Washington University as it is being made out to be. This hurts the faculty's morale and is counter-productive, and is simply not true. Secondly, he asked the administration to give the admissions process back to the Engineering School because the people in the Admissions Office do not recognize that most of the School's students used to come as transfers from the local community colleges and nobody has gone to those community colleges to talk to them. Engineering faculty tried to organize something themselves but were told that that was something Rice Hall would not like them to do. And, thirdly, to please bear with the Engineering School for a few years because the School has a vibrant faculty who will not allow the School to go under and who will not be in debt to anybody for anything.

President Trachtenberg said he was indebted to the Senate for this discussion and he was confident that Vice President French and he will pay serious attention to what has been said here today and try to reconcile apparently contrary things in the most positive way they can.



FACULTY SENATE

MEMORANDUM

May 5, 1993

TO: Dr. Roderick S. French
Vice President for Academic Affairs

FROM: Lilien F. Robinson *Lilien F. Robinson*
Chair, Executive Committee, Faculty Senate

RE: Advice on Tenure Decisions

The Executive Committee met on May 5 and discussed carefully your memorandum of April 29, requesting advice on tenure decisions in the School of Engineering and Applied Science.

It was the unanimous opinion of the Committee that if the Administration selects any of the listed options in dealing with the matter it will in effect be nonconcurring with faculty recommendations. As the Executive Committee has the Code mandated responsibility for reviewing nonconcurrences, it would be inappropriate for it to extend advice or opinion on cases that may come before it.

However, I would like to share with you the Executive Committee's dismay and concern that the faculty of the Engineering School was not brought into the decision-making process and that a matter of such magnitude and impact is being raised at the end of the academic year, especially in light of the fact that Departmental tenure recommendations were made in November. Raising the matter at such a late point gives the unfortunate appearance that the Administration does not have an interest in timely faculty consultation.

We are further concerned that while finances are being cited as the reason for such extraordinary measures, over the last two years the Engineering School has received approval to recruit for tenure-accruing positions. Indeed, one Department is currently interviewing candidates.

While we are unable to comment on the six cases immediately at hand, we urge you to reconsider the procedures followed to date in dealing with matters which so clearly call for consultation with School and Departmental faculty. Surely a decision whether to attempt to indefinitely suspend the granting of tenure in a major part of the University calls for no less.

cc: Faculty Senate



SCHOOL OF ENGINEERING AND APPLIED SCIENCE

May 5, 1993

TO: Professor Lilien F. Robinson, Chair
Senate Executive Committee

FROM: Professor Charles A. Garriss, Jr., Chair
SEAS Finance Committee

RE: Fiscal Status of SEAS / Advice on Tenure Allocations

I have had the opportunity to read Vice President French's memorandum of April 29, 1993 to you concerning "Advice on Tenure Decisions". While tenure decisions are extraneous to the charter of the SEAS Finance Committee, Dr. French's memo is primarily directed towards the fiscal health of SEAS. I might be able to impart some useful perspective on the issue.

I find the information presented highly selective and contend that Dr. French substantially misrepresented the fiscal condition of SEAS in his memo to you.

That is not to say that Dr. French's concern for SEAS' fiscal health is misdirected. SEAS is indeed at a precarious juncture in its history. We are at a confluence where deep introspection is essential to our future vitality. This introspection must give rise to action - reorganization, mobilization of resources, searching for new windows of opportunity, retrenchment of antiquated or nonviable programs, and, yes, we must also jettison many of the old concepts of the perquisites and roles of faculty. All of these are happening in SEAS and the results will be obvious in the near future.

Let me return to the fiscal status of SEAS. I called a meeting of the SEAS Finance Committee for March 31, 1993 and invited Vice President Katz to discuss the fiscal status of SEAS with us. Vice President French learned of the meeting and kindly volunteered to participate. I then requested that he contribute to the discussion by providing the committee with data that he had mentioned previously that he had. He then provided the committee with the same memo of March 31 that

was attached to the aforementioned memo to you. In this memo, Dr. French correctly points out that between 1982 and 1992, the SEAS faculty has increased in number by 40%, undergraduate enrollment has declined by 46.5%, on-campus graduate students have declined by 8%.

What is notably absent from Dr. French's analysis is any reference to the parameters that really matter. Those are the **net income**, and the contribution of the school to the **quality and reputation** of GW. Furthermore, Dr. French's analysis does not take into account the fundamental institutional changes undergone by GW during this period. While I am abundantly proud of the quality of our students and the distinctions accorded to many of our faculty, and the solid reports on SEAS of the accreditation review teams, consultants, and others, I will focus my discussion on the fiscal aspects.

Figure 1 is a chart indicating the growth in undergraduate full-year tuition during the period in question. During this period the increase in tuition was a prodigious 190%. GW has gone from a modestly priced private institution to one whose tuition is in the same range as Harvard, Stanford, and Princeton. The size of the faculty must be commensurate with providing the quality of education that such tuition levels demand. Therefore, declining enrollments are to be expected, and an increased faculty size is not unreasonable. Figure 2 shows SEAS tuition revenue in comparison with other schools at GW. While the recent leveling off is a matter of concern, during the period in question, tuition revenue at SEAS increased 96%.

Dr. French points out that sponsored research volume during this period has only increased from \$5,457,061. to \$6,348,572. despite the large increase in faculty. A more balanced view of sponsored research is indicated in Figure 3 which includes a comparison with other schools. Dr. French is correct in observing that the growth in sponsored research volume has not been commensurate with the potential of SEAS faculty. However, it is clear that it has been, and remains, a major and reliable source of revenue for SEAS. Figure 3 further shows that SEAS continues to be a leading school within GW in this arena. Recent leadership initiatives within SEAS are actively addressing the sluggish growth issue, and reasonable progress can be expected in the near future. In the past year alone, under the leadership of Professor Harrington, the EECS department has increased its volume of research proposals by 100%. Other departments are following suit.

In his memo to you, Dr. French writes: "To complete the picture, I will add just one more datum. In order to balance the books for SEAS at the conclusion of the 1991-92 fiscal year, the allocation in the University's annual budget had to be augmented by \$1 million from the Continuing Engineering Education Program (CEEP) net revenues and \$2.6 million dollars from direct costs recovered from sponsored research contracts. This latter source of income was the only means for covering faculty salaries. In the current year, there is a projected decrease in

revenues from CEEP that will require a supplemental charge of \$400,000 against the SEAS R Fund in order to balance the books. If this trend persists, the School reserves will soon be reduced to zero".

In making this statement, Dr. French implies that the budgetary shortfall requiring supplemental funds from CEEP and sponsored programs is a disturbing new development. It is not a new development and it is not disturbing. It is, in fact, the way SEAS has operated for many years. Figure 4 clearly demonstrates this. SEAS, by agreement with the administration, has received 50% of the net revenue from CEEP. This additional revenue has always been compensated for in the SEAS budget allocation. The application of these funds, in addition to other R-Funds, is indicated by the dashed line. In the Liebowitz years, the requirement to use these funds for necessary SEAS expenses was a source of irritation for the dean who wanted to use this money for major new initiatives.

Concerning the use of sponsored research direct cost recovery to meet faculty salary requirements, most research oriented engineering schools indeed follow this policy, although in recent years, policy changes of sponsors has made the practice more difficult. Dr. French notes that SEAS is required to raise \$2.6 million to meet this requirement. This figure means that a fraction of the faculty must pay their own salaries through sponsored research. It must be noted that this amount is established by the administration and depends on past experience and future expectations. It is somewhat arbitrary. The solid curve in Figure 4 clearly shows how this budgetary shortfall for faculty salaries has evolved through the years and that it is part of the way SEAS has been structured. Contrary to suggesting financial weakness as Dr. French implies, the fact that SEAS faculty have been meeting this stringent constraint is a sign of fiscal strength. As a former Chair of the Senate Research Committee, I repeatedly made the argument that this requirement was a major dis-incentive to SEAS faculty for soliciting research since it makes GW proposals less competitive and, in the event of an award, diverts funds from student support to faculty. SEAS and SMHS are the only schools within GW that have had this requirement. This dis-incentive may well be the most significant reason that the growth of sponsored research in SEAS has been hampered over the last ten years.

I would like to conclude this analysis with a chart which perhaps best reveals the performance of SEAS in recent years in comparison with other schools. Figure 5 shows net revenue minus expense for all of the schools except SMHS. It is clear that since 1988, SEAS has experienced malaise. The figure clearly shows that there is no "stark reversal of fortunes" as Dr. French states. Rather, there is a clear need for corrective action to insure SEAS' future growth and vitality. This corrective action is currently underway as Dr. French correctly indicated in his memo.

It should be noted, that the malaise since 1988 was caused by several mitigating factors which are currently waning:

- o SEAS experienced two years with acting deans who had little alternative but maintain SEAS in a holding pattern.
- o SEAS underwent the start-up of the Virginia Campus. Many of the start-up costs were born by SEAS main campus budget. In 1991, SEAS was told that in 1992-93, the Virginia Campus could not sustain a deficit. Therefore any deficit in SEAS start-up costs had to be born by SEAS main campus budget.
- o SEAS Undergraduate Admissions Office was centralized in 1987 and the SEAS Bulletin was eliminated. SEAS suffered a major setback in its ability to direct its recruiting efforts to its unique market. The situation appears to be improving.
- o The prodigious revenue generated by CEEP was due to the participation of Dr. Demming and was actually an eight-year anomaly. Since Dr. Demming retired from CEEP in 1991, CEEP net revenue was expected to drop to a more appropriate level projected to be about \$1 million /year.

There are many reasons for SEAS to be very optimistic. The job market for recent engineering graduates is excellent and starting salaries are the highest at the bachelors level. The world is becoming more and more technically oriented, and an engineering undergraduate degree is becoming more desirable as an entry degree for law, medicine, and business in addition to the more traditional path to advanced engineering degrees. SEAS is well positioned to capitalize on this trend. The increased emphasis on a global economy makes SEAS, in collaboration with other GW schools, capable of assuming leadership in new evolving career paths and offer exciting opportunities to engineering students which are difficult to obtain at other institutions.

I will not conjecture as to how Dr. French came to be so misguided in his analysis of SEAS. However, we cannot allow such misrepresentations to persist. SEAS' current fiscal position is truly a matter for concern. There is a willingness among the faculty to change our course, but their determination and will can only be undermined by the clearly hostile posture the administration appears to have taken towards SEAS. We need to look to the administration for cooperation and leadership. What has emerged in this episode vitriol.

c.c. Dean Frieder, SEAS Finance Committee

Undergraduate Full-Year Tuition

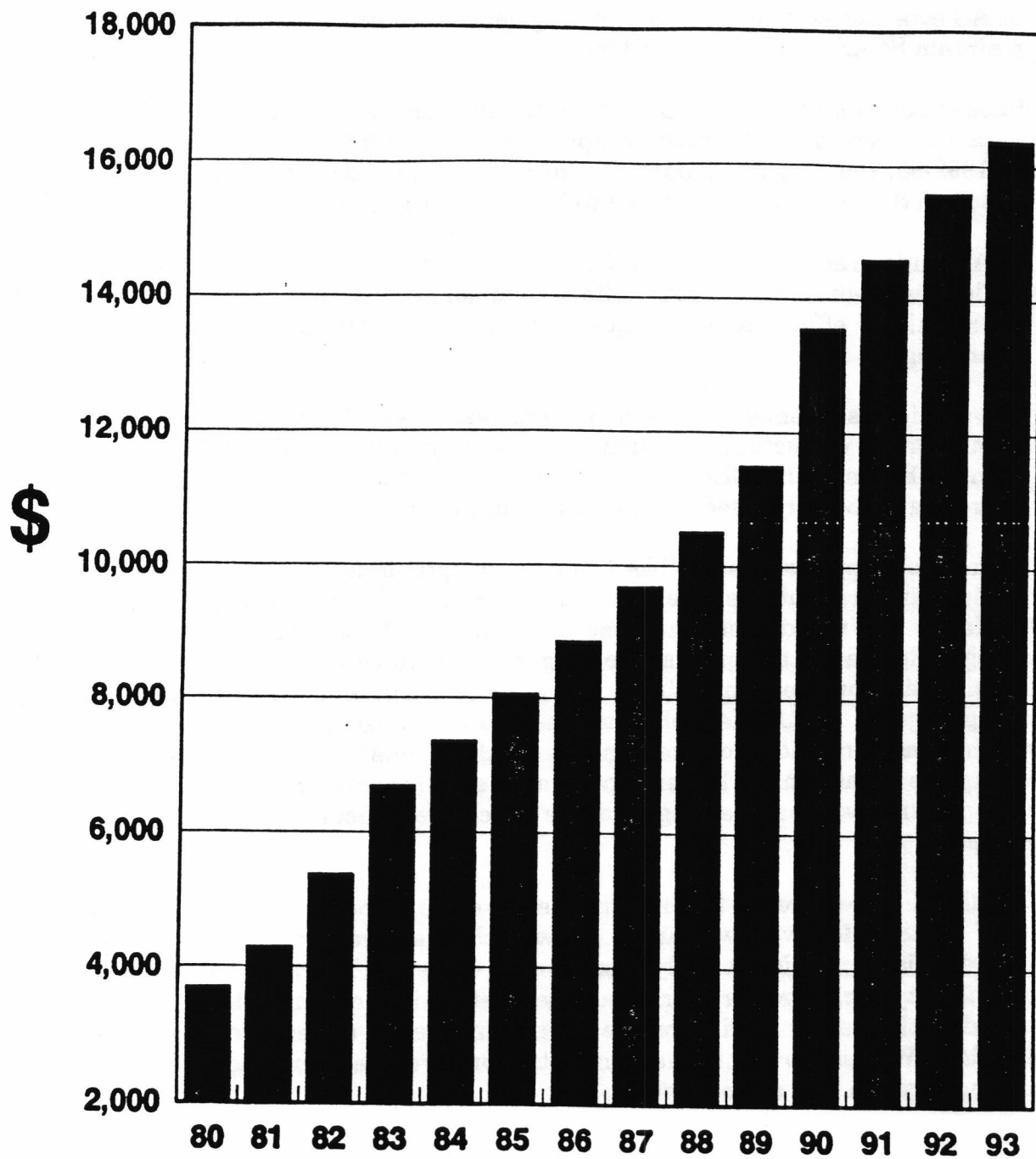
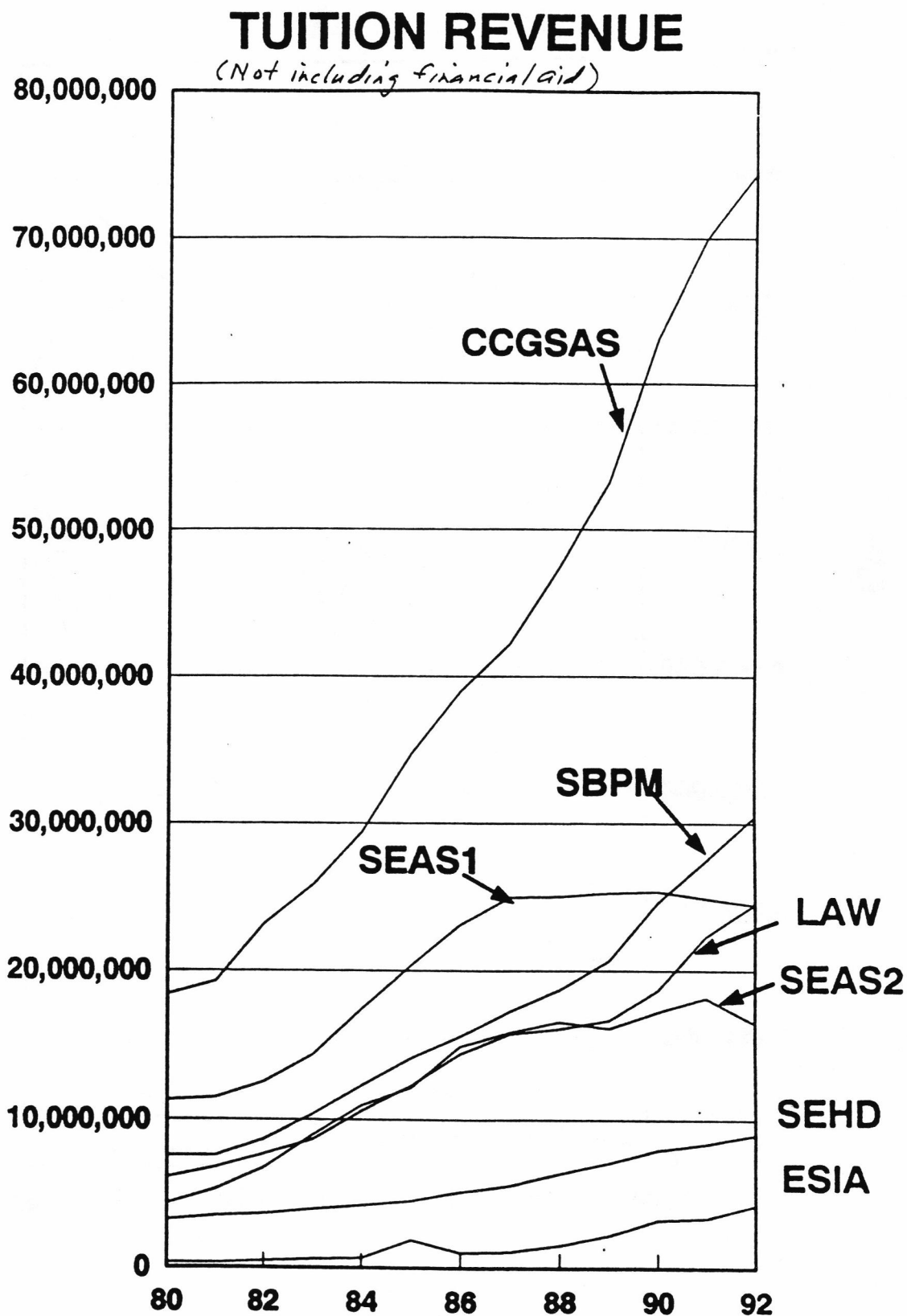


FIGURE !: Full-Year Undergraduate Tuition at GWU.

\$



SEAS1 - With CEEP; SEAS2 - Without CEEP, Without Virginia Campus

FIGURE 2.

SPONSORED PROGRAMS

Direct + Indirect - CS

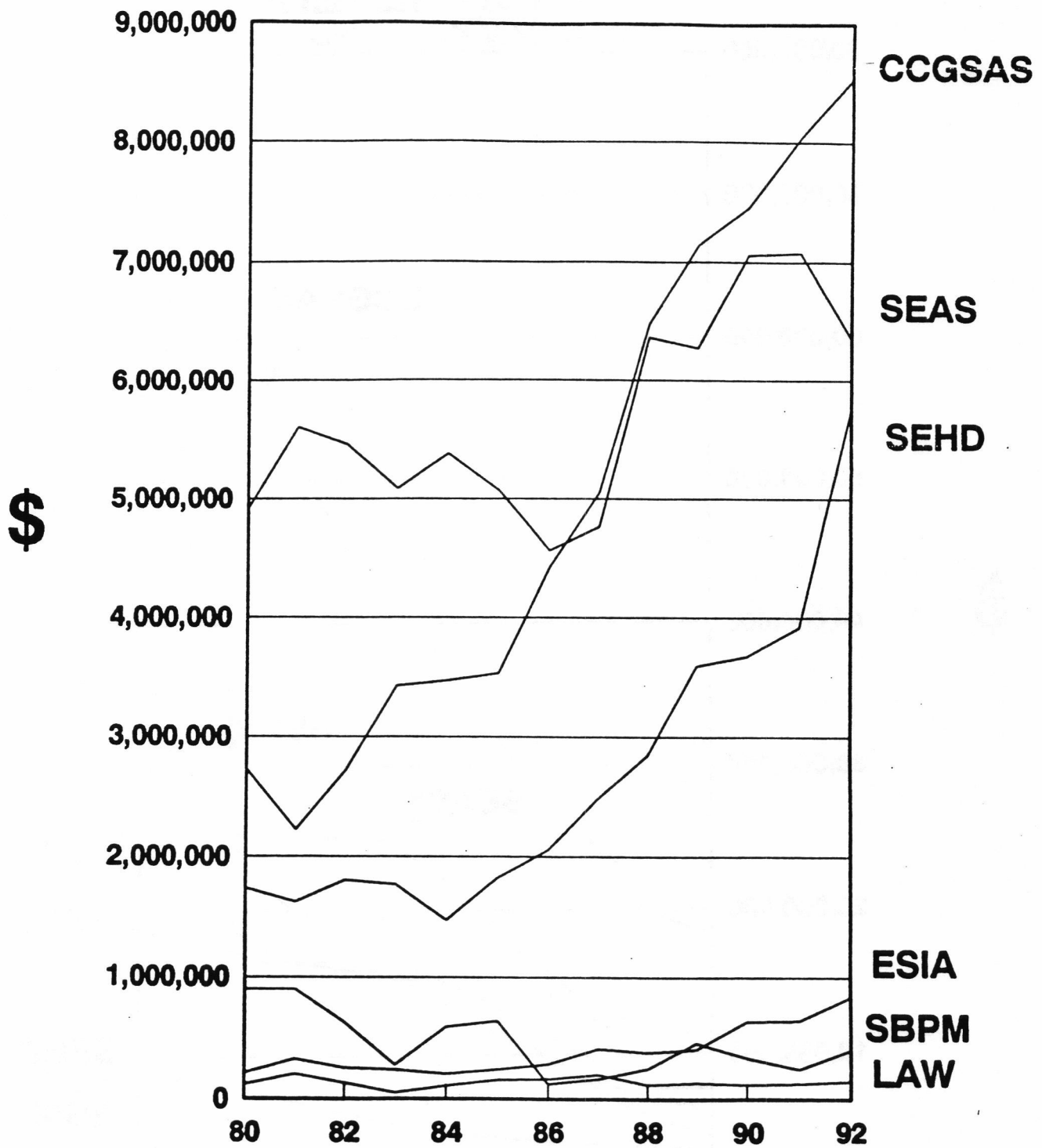


FIGURE 3: Sponsored Program Revenue

\$

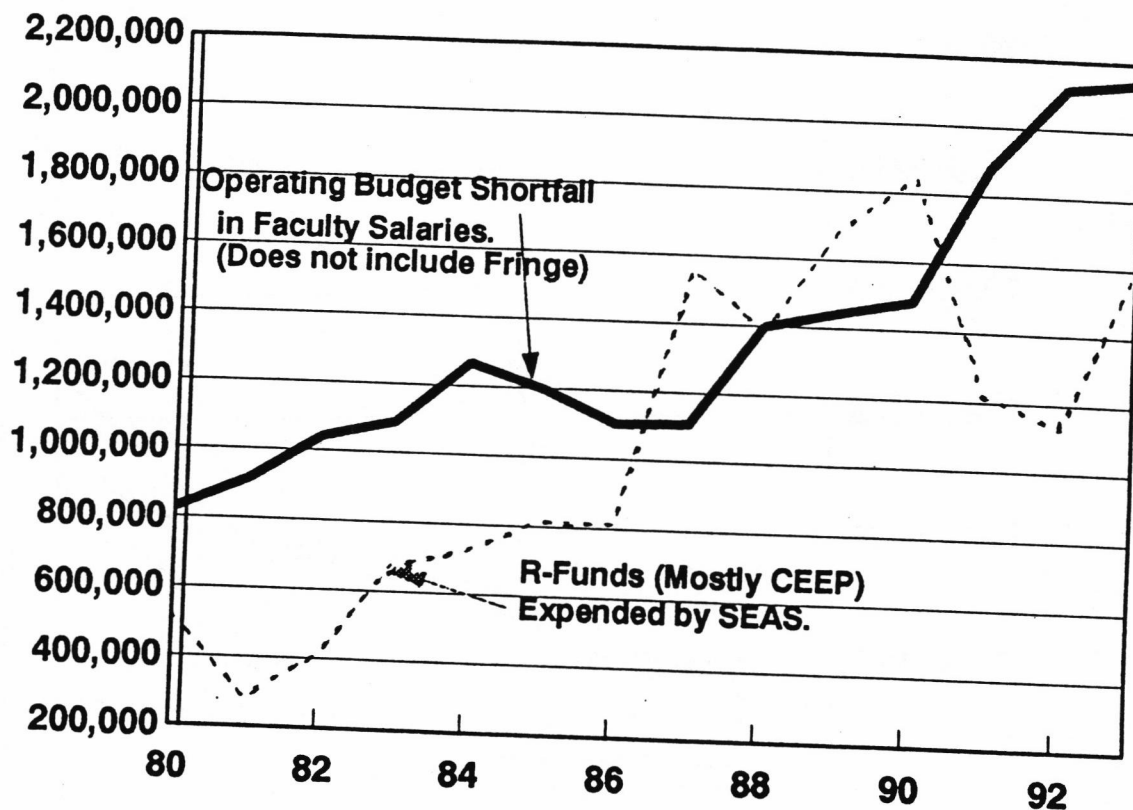
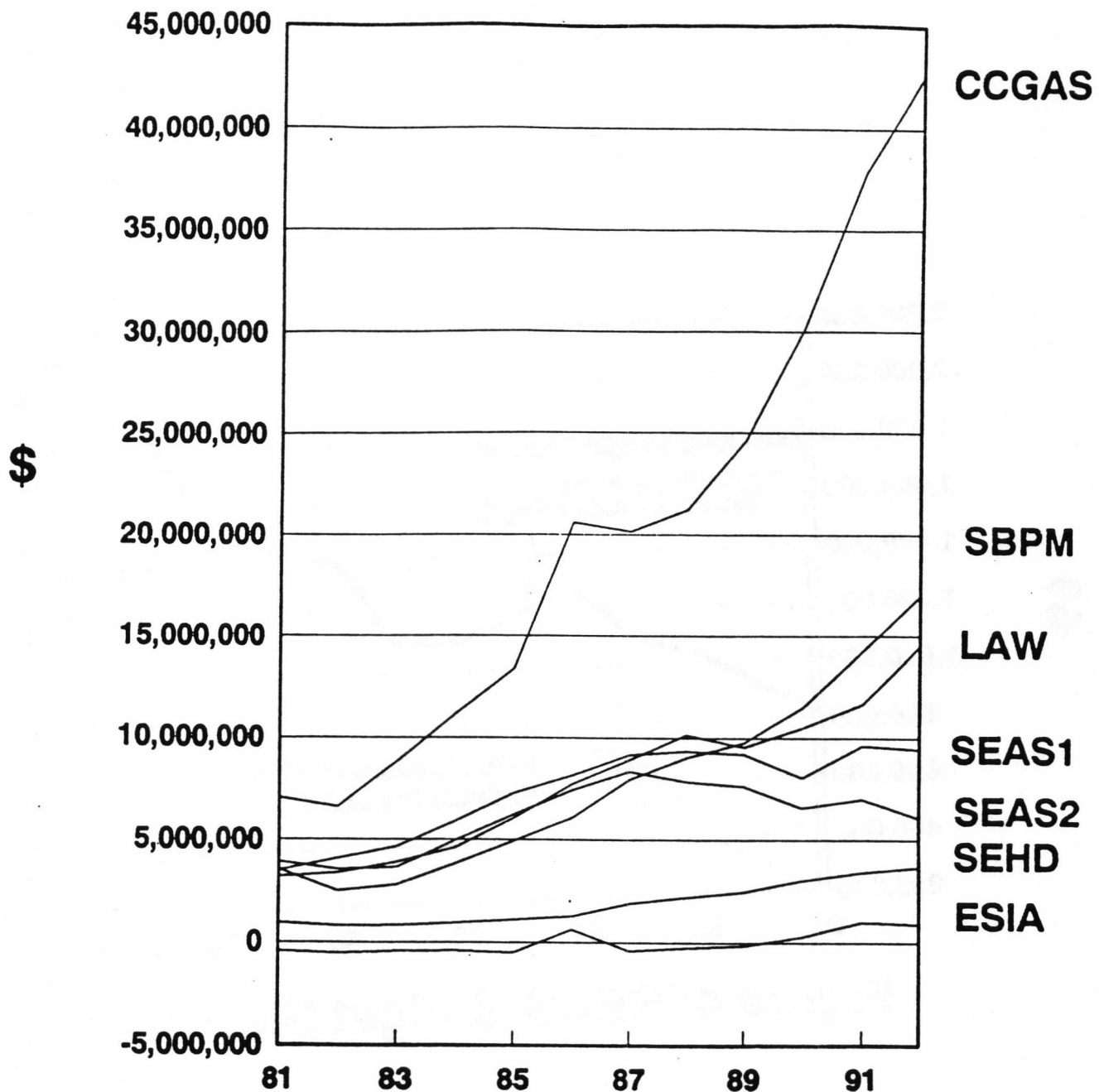


Figure 4: SEAS Budget Shortfalls

Revenue - Expenses



*SEAS1 - With CEEP
SEAS2 - Without CEEP

Calculation based on:
Tuition revenue- Instructional expense +
Indirect Cost Recovery - Cost Sharing
Data obtained from GWU Schedules to
Financial Statements.

FIGURE 5: Net Revenue



VICE PRESIDENT FOR ACADEMIC AFFAIRS

CONFIDENTIAL

MEMORANDUM

DATE: April 29, 1993

TO: Lilien F. Robinson, Chair
Faculty Senate Executive Committee

FROM: Rod French
Vice President for Academic Affairs

RE: Advice on Tenure Decisions

President Trachtenberg and I are in the process of concluding our annual review of promotion and tenure recommendations. We have before us six departmental recommendations for tenure from the School of Engineering and Applied Science, four of which presently have the endorsement of the Dean and two of which remain the subject of discussion between the Dean and the sponsoring department. (Whether one or both of the latter were to become the occasion of a nonconcurrence does not materially affect the issue addressed in this memo.)

None of these recommendations has been reviewed by a School-wide Personnel Committee as required by the Faculty Code. However, President Trachtenberg and I already had decided to overlook this defect in SEAS personnel recommendations for this one year in light of the grave challenges that have preoccupied Dean Frieder and his faculty since his arrival on campus. It is against the background of these challenges that the President and I come to seek your advice. As you will see, we are confronted by a set of almost equally unattractive possible courses of action. We are charged both with protecting tenure and with fiduciary responsibility for the institution in which tenure is held. The hard question is how to reconcile those obligations.

In order to come more quickly to the point, I have attached for the Executive Committee's information copies of a report that I prepared for a recent meeting with the SEAS Finance Committee which is chaired by Professor Charles Garris. My document presents a summary of a comparative analysis of enrollments, faculty size, research productivity, courses

offered and credit hours generated over a ten year period. You no doubt will be as sobered as all of the rest of us have been by this stark reversal of fortunes. To complete the picture, I will add just one more datum. In order to balance the books for SEAS at the conclusion of the 1991-92 fiscal year, the allocation in the University's annual budget had to be augmented by approximately \$1 million from the Continuing Engineering Education Program (CEEP) net revenues and \$2.6 million dollars from direct costs recovered from sponsored research contracts. The latter source of income was the only means for covering faculty salaries. In the current year, there is a projected decrease in revenues from CEEP that will require a supplemental charge of \$400,000 against the SEAS R Fund in order to balance the books. If this trend persists, the School reserves will soon be reduced to zero.

With that background, let me return to the topic of the pending tenure recommendations. At the current time, under the Position Control Plan, we show ninety-five (95) full-time faculty lines in SEAS. That number will be reduced to ninety-two (92) by virtue of the closing of three lines as part of SEAS' contribution to the University's budget shortfall projected for 1993-94 as a consequence of our 1992 fall enrollments.

Of those ninety-two (92) positions, fifty-seven (57) are currently tenured, and twenty-six (26) are tenure-accruing. Fewer than 10% of the faculty in SEAS are on non-tenure lines. This point can be made even more narrowly. Of the current recommendations, five are from a department of 43 members of whom only two are on non-tenure accruing appointments. The other recommendation is from a department of eight not one of whom is in non-tenure accruing status.

What ought we to do? Dean Frieder and the faculty leadership of the School are engaged in an intensive review of existing degree programs, the number of course offerings, individual teaching loads, individual research productivity, etc. They will be considering the consolidation and elimination of degree programs. They will try to come up with new curricula that will draw in additional students. They are working hard on retention strategies. They are also looking seriously at retraining, at the University's expense, for incumbent faculty who with further education could cover needed fields and also at joint appointments where appropriate with other Schools of the University. (And we are prepared to bring in outside consultants to assist the Dean and the faculty in restructuring the School.) For all of these good efforts, which we want to believe with all of our hearts and minds will have positive consequences, there is no way that we can expect to see significant changes in the basic resource ratios of SEAS in less than three years' time, if that soon. In the interim, our goal must be to protect the position of the incumbent tenured faculty.

In light of this, it does not seem responsible at this time for the University to enter into lifetime contracts with an additional six (6) individuals, the financial obligations to whom would

total approximately \$400,000 annually at the outset and to be compounded annually over the next several decades.

The Faculty Code, as you know, introduces the factor of "extraordinary financial exigency" as a ground for the termination of tenured faculty. One of our strongest motivations is to assist the School of Engineering and Applied Science to rectify its resource imbalance so that we never have to invoke that section of the Code with reference to the incumbent faculty.

Another section of the Faculty Code that deals with the granting of tenure refers to a "specific showing that the academic needs of the University have changed" as a factor that "may also be considered in determining whether tenure shall be granted." Although this section of the Code was clearly intended to apply to individual cases, one could argue that the School-wide circumstances of SEAS constitute a collective showing that the academic needs of the institution have changed such that this entire set of candidates should not be tenured.

Indeed, on that line of reasoning, one course of action would be simply to deny all six of the recommendations. Although that action would not overstate the problem, it would by implication understate our hope that a radically reorganized and redirected School of Engineering and Applied Science can become not only viable, but a rejuvenated unit making a distinctive and valuable programmatic contribution to our comprehensive University.

Therefore, our best thought is, if the Senate concurs, to inform these six (6) individuals (or some smaller number if a nonconcurrence were filed and sustained) that for the foregoing reasons we cannot propose to the Board of Trustees that they be tenured at this time. However, all would receive three-year contract extensions effective next year. They would be informed of the status of the departmental recommendations made this spring. They would be informed that in the third year of their new contracts we would review both their continuing performance and the progress made toward correcting the fiscal position of the School. If their areas of specialty match the priorities of SEAS as redefined, if their performance meets the criteria for tenure, and if the situation of the School shows measurable improvement, we would recommend to the Board that they be tenured effective in the 1996-97 academic year. If one or more of those conditions were not met, we would take appropriate action in that context.

There is a third option to be considered. We could inform all approved candidates that for the reasons indicated their tenure-accruing lines have been abolished. We would give them letters saying that they have not been considered for tenure so that the record would not indicate that they were denied tenure as individuals. We then would meet with them personally to explain the circumstances. At that meeting, we would offer them a choice between a terminal year's contract during which they could look for a position elsewhere or a multi-year non-tenure-accruing contract in SEAS.

What I have tried to do is to summarize the issue that we all face--because this is a University issue both in terms of resource allocation and personnel policy--and to indicate the best solution that the President and I have been able to devise that we think would be responsible and fair to all parties. However, we wish to consult with you before taking any action. I don't know whether you feel a meeting with the Executive Committee would be sufficient or whether you would prefer to convene a special meeting of the full Senate in executive session to address the matter. Obviously the question has great urgency because we are required by the Code to give these individuals notice at least by June 30th.

When you have this in hand, please call me to discuss how you would like to proceed.
Thank you.

RSF/wag

cc: President Trachtenberg
Dean Frieder

P.S. One may ask how we propose to handle other tenure-accruing faculty in SEAS who will complete their probationary periods in the next two or three years. We would treat them in the same fashion. That is to say, if they were found by the appropriate faculty committees and academic administrators to meet the necessary criteria and to match the programmatic needs of the School, they would be offered contract renewals with deferred tenure decision dates. If upon review they were not found tenurable, they would be given the normal terminal year's contract.



VICE PRESIDENT FOR ACADEMIC AFFAIRS

MEMORANDUM

DATE: March 31, 1993
TO: SEAS Finance Committee
FROM: Rod French

Although I realize you have been compiling your own numbers as part of your effort to put SEAS on a more solid footing, I would like to share with you a comparative analysis over two five-year intervals: from Fall 1982 to Fall 1987 to Fall 1992. The essential information is presented in three categories: faculty, students matriculated and teaching productivity. The third category is presented in terms of numbers of sections taught, numbers of students taught, and numbers of credit hours generated.

I believe that the several data sheets are self-explanatory, but since the data displays are differentiated in so many ways, let me summarize the critical numbers.

- The number of regular active status faculty increased by 40% (from 63 to 88) between 1982 and 1992.
- The number of FTE undergraduate students declined by 46.5% (from 886 to 474) between 1982 and 1992.
- The number of on-campus FTE graduate students has declined by 8% (from 920 to 845) between 1982 and 1992. (We cannot do reliable comparisons for off-campus graduate students because off-campus records were kept differently in 1982.)
- The total number of all on-campus (including Virginia campus) FTE students has declined by 33.4% between 1982 and 1992.
- The total number of course sections taught has increased by 17% between 1982 and 1992. The total number of credit hours generated has decreased by 24% between 1982 and 1992.

SEAS Finance Committee
March 31, 1993
Page 2

The presentation of the data permits an analysis by department. Some of the correlations or non-correlations between student trends and faculty trends at the departmental level may be the most interesting.

The one other very pertinent set of numbers relates to research productivity. The volume of sponsored research generated by a faculty of 63 in 1981-82 was \$5,457,061. The volume generated by 88 faculty in 1991-92 was \$6,348,572.

RSF/wag
Attachments

SCHOOL OF ENGINEERING AND APPLIED SCIENCE

	<u>Fall 1982</u>	<u>Fall 1987</u>	<u>*Fall 1992</u>	<u>F82 to F92 % Change</u>
FACULTY				
Regular FT	63	74	88	39.7%
Visiting	2	14	7	250.0%
Research	9	3	5	-44.4%
Part-time	101	72	98	-3.0%
Courses Taught by PT	115	78	101	-12.2%
FTE Teaching Faculty	94	108	120	27.7%

ON-CAMPUS FTE STUDENTS

Undergraduate	332	175	128	-61.4%
CME	437	389	289	-33.9%
EE&CS	24	37	16	-33.3%
OR	93	91	41	-55.9%
SEAS **	886	692	474	-46.5%
Total UG				
Graduate	178	102	124	-30.3%
CME	317	492	424	33.8%
EE&CS	185	240	223	20.5%
Engr Mgt	104	92	58	-44.2%
OR	136	20	16	-88.2%
SEAS **	920	946	845	-8.2%
Total GRAD				
Total	510	277	252	-50.6%
CME	754	881	713	-5.4%
EE&CS	209	277	239	14.4%
Engr Mgt	197	183	99	-49.7%
OR	1022	712	490	-52.1%
SEAS **	2692	2330	1793	-33.4%
Total FTE				

COURSE REGISTRATIONS All Campuses

# Sections	371	495	434	17.0%
# Students	7255	7551	5848	-19.4%
# Stud CredHrs	20657	20478	15742	-23.8%
Avg Sect Size	20	15	13	-35.0%

* Includes Virginia Campus
 ** Unknown or undeclared major.

Student data as of October census dates.

[aal.al60--seastud]
 IR 12/23/92

SEAS FACULTY

	Fall 1982	Fall 1987	*Fall 1992	F82 to F9 % Change
CMEC				
Regular FT	21	22	25	19.0%
Visiting	0	3	2	
Research	7	2	2	-71.4%
Part-time	33	28	35	6.1%
Courses Taught by PT	44	29	36	-18.2%
FTE Teaching Faculty	32	32	36	12.5%
EE & CS				
Regular FT	25	35	41	64.0%
Visiting	2	8	3	50.0%
Research	1	1	3	200.0%
Part-time	48	24	36	-25.0%
Courses Taught by PT	50	28	29	-42.0%
FTE Teaching Faculty	40	50	51	27.5%
Engr Mgt				
Regular FT	9	8	14	55.6%
Visiting	0	1	0	
Research	0	0	0	
Part-time	12	15	23	91.7%
Courses Taught by PT	11	17	32	190.9%
FTE Teaching Faculty	12	13	22	83.3%
OR				
Regular FT	8	9	8	0.0%
Visiting	0	2	2	
Research	1	0	0	-100.0%
Part-time	8	5	4	-50.0%
Courses Taught by PT	10	4	4	-60.0%
FTE Teaching Faculty	11	12	11	0.0%
Total SEAS				
Regular FT	63	74	88	39.7%
Visiting	2	14	7	250.0%
Research	9	3	5	-44.4%
Part-time	101	72	98	-3.0%
Courses Taught by PT	115	78	101	-12.2%
FTE Teaching Faculty	94	108	120	27.7%

* FT includes Virginia Campus; PT includes VA and some off-campus

FTE of part-time = (courses taught by pt)/4
 FTE Teaching Faculty = Regular FT + Visiting + FTE of Part-time

UNDERGRADUATE SEAS MAJORS

	Fall 1982	Fall 1987	Fall 1992	F82 to F92 % Change
Full-Time				
CME	306	161	118	-61.4%
EE&CS	378	342	246	-34.9%
OR	22	33	14	-36.4%
SEAS **	80	86	36	-55.0%
Total FT	786	622	414	-47.3%
	(CE)	(CE)	(CE)	
Part-Time				
CME	58 (7)	26 (1)	22 (5)	-62.1%
EE&CS	138 (14)	94 (6)	81 (8)	-41.3%
OR	5 (2)	9	4	-20.0%
SEAS **	18	8	7	-61.1%
Total PT	219 (23)	137 (7)	114 (13)	-47.9%
FTE				
CME	332	175	128	-61.4%
EE&CS	437	389	289	-33.9%
OR	24	37	16	-33.3%
SEAS **	93	91	41	-55.9%
Total FTE	886	692	474	-46.5%

** Unknown or undeclared major.

Data as of October census dates.

[al.j40--seastud]
IR 12/22/92

GRADUATE SEAS STUDENTS
On-Campus

	Fall 1982	Fall 1987	*Fall 1992	F82 to F92 % Change
Full-Time				
CMEC	89	43	60	-32.6%
EE&CS	118	209	202	71.2%
Engr Mgt	92	139	113	22.8%
OR	36	42	27	-25.0%
SEAS **	59	12	9	-84.7%
Total FT	394	445	411	4.3%
	(CE)	(CE)	(CE)	
Part-Time				
CMEC	205 (17)	164 (16)	170 (20)	-17.1%
EE&CS	477 (33)	662 (13)	579 (38)	21.4%
Engr Mgt	197 (10)	229	270 (17)	37.1%
OR	137 (4)	117 (1)	71 (2)	-48.2%
SEAS **	169 (9)	20	15	-91.1%
Total PT	1185 (73)	1192 (30)	1105 (77)	-6.8%
FTE				
CMEC	178	102	124	-30.3%
EE&CS	317	492	424	33.8%
Engr Mgt	185	240	223	20.5%
OR	104	92	58	-44.2%
SEAS **	136	20	16	-88.2%
Total FTE	920	946	845	-8.2%

* Includes Virginia campus
 ** Unknown or undeclared major.
 Data as of October census dates.

[a41.j80--seastud]
 IR 12/22/92

SEAS COURSE REGISTRATIONS
All Campuses

	Fall 1982	Fall 1987	Fall 1992	F82 to F92 % Change
APPLIED SCI				
# Sections	27	27	18	-33.3%
# Students	695	440	348	-49.9%
# Stud CredHrs	1963	1250	999	-49.1%
Avg Sect Size	26	16	19	-26.9%
CME				
# Sections	102	106	92	-9.8%
# Students	1742	1219	1093	-37.3%
# Stud CredHrs	5064	3370	2930	-42.1%
Avg Sect Size	17	12	12	-29.4%
EE&CS				
# Sections	167	206	203	21.6%
# Students	3209	3796	2776	-13.5%
# Stud CredHrs	8834	9649	6986	-20.9%
Avg Sect Size	19	18	14	-26.3%
EngrMgt				
# Sections	53	128	99	86.8%
# Students	1219	1749	1407	15.4%
# Stud CredHrs	3638	5190	4157	14.3%
Avg Sect Size	23	14	14	-39.1%
OR				
# Sections	22	28	22	0.0%
# Students	390	347	224	-42.6%
# Stud CredHrs	1158	1019	670	-42.1%
Avg Sect Size	18	12	10	-44.4%
TOTAL				
# Sections	371	495	434	17.0%
# Students	7255	7551	5848	-19.4%
# Stud CredHrs	20657	20478	15742	-23.8%
Avg Sect Size	20	15	13	-35.0%

Report excludes thesis and dissertation courses.

[nl81.x235 seastud]
IR 12/23/92

SEAS COURSE REGISTRATIONS
On-Campus

	Fall 1982	Fall 1987	*Fall 1992	F82 to F92 % Change
APPLIED SCI				
# Sections	24	23	13	-45.8%
# Students	661	401	264	-60.1%
# Stud CredHrs	1861	1136	747	-59.9%
Avg Sect Size	28	17	20	-28.6%
CME&E				
# Sections	81	72	68	-16.0%
# Students	1525	980	887	-41.8%
# Stud CredHrs	4449	2690	2334	-47.5%
Avg Sect Size	19	14	13	-31.6%
EE&CS				
# Sections	151	160	181	19.9%
# Students	2947	3412	2572	-12.7%
# Stud CredHrs	8056	8509	6380	-20.8%
Avg Sect Size	20	21	14	-30.0%
EngrMgt				
# Sections	36	45	49	36.1%
# Students	649	747	700	7.9%
# Stud CredHrs	1930	2193	2058	6.6%
Avg Sect Size	18	17	14	-22.2%
OR				
# Sections	19	23	20	5.3%
# Students	340	296	183	-46.2%
# Stud CredHrs	1008	866	547	-45.7%
Avg Sect Size	18	13	9	-50.0%
TOTAL				
# Sections	311	323	331	6.4%
# Students	6122	5836	4606	-24.8%
# Stud CredHrs	17304	15394	12066	-30.3%
Avg Sect Size	20	18	14	-30.0%

* Includes Virginia Campus
Report excludes thesis and dissertation courses.

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IR 12/23/92

SEAS COURSE REGISTRATIONS
Off-Campus

	Fall 1982	Fall 1987	Fall 1992	F82 to F92 % Change
APPLIED SCI				
# Sections	3	4	5	66.7%
# Students	34	39	84	147.1%
# Stud CredHrs	102	114	252	147.1%
Avg Sect Size	11	10	17	54.5%
CHEE				
# Sections	21	34	24	14.3%
# Students	217	239	206	-5.1%
# Stud CredHrs	615	680	596	-3.1%
Avg Sect Size	10	7	9	-10.0%
EE&CS				
# Sections	16	46	22	37.5%
# Students	262	384	204	-22.1%
# Stud CredHrs	778	1140	606	-22.1%
Avg Sect Size	16	8	9	-43.8%
EngrMgt				
# Sections	17	83	50	194.1%
# Students	570	1002	707	24.0%
# Stud CredHrs	1708	2997	2099	22.9%
Avg Sect Size	34	12	14	-58.8%
OR				
# Sections	3	5	2	-33.3%
# Students	50	51	41	-18.0%
# Stud CredHrs	150	153	123	-18.0%
Avg Sect Size	17	10	21	23.5%
TOTAL				
# Sections	60	172	103	71.7%
# Students	1133	1715	1242	9.6%
# Stud CredHrs	3353	5084	3676	9.6%
Avg Sect Size	19	10	12	-36.8%

Report excludes thesis and dissertation courses.

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FACULTY SENATE COMMITTEES
1993-94 Session

STANDING COMMITTEE CHAIRS*
1993-94

1. **ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY**
Chair, Professor David E. Silber
2. **ADMISSIONS POLICY AND STUDENT FINANCIAL AID**
Chair, Professor John H. Carson
3. **APPOINTMENT, SALARY, AND PROMOTION POLICIES**
Chair, Professor Arthur D. Kirsch
4. **ATHLETICS AND RECREATION**
Chair, Professor Stefan O. Schiff
5. **EDUCATIONAL POLICY**
Chair, Professor Diane M. Brewer
6. **FACULTY DEVELOPMENT AND SUPPORT**
Chair, Professor Murli M. Gupta
7. **FISCAL PLANNING AND BUDGETING**
Chair, Professor Joseph Pelzman
8. **HONORS AND ACADEMIC CONVOCATIONS**
Chair, Professor Ormond A. Seavey
9. **LIBRARIES**
Chair, Professor Robert Goulard
10. **PHYSICAL FACILITIES**
Chair, Professor Khalid Mahmood
11. **PROFESSIONAL ETHICS AND ACADEMIC FREEDOM**
Chair, Professor Victor H. Cohn
12. **RESEARCH**
Chair, Professor Dewey D. Wallace, Jr.
13. **UNIVERSITY AND URBAN AFFAIRS**
Chair, Professor Salvatore F. Divita
14. **JOINT COMMITTEE OF FACULTY AND STUDENTS**
Chair, Professor Yvonne Captain-Hidalgo

*Member of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES
1993-94 Session

Executive Committee

Smith A-112	Lilien F. Robinson, Chair (CCGSAS)	4-7094
ACC 6A-406	Mervyn L. Elgart (SMHS)	4-3496
Monroe 401B	Ernest J. Englander (SBPM)	4-8203
Phillips 607A	Robert J. Harrington (SEAS)	4-8239
Funger 513	Dennis H. Holmes (SEHD)	4-7194
Funger 624	Joseph Pelzman (ESIA)	4-7108
LLib B515	Gerald P. Johnston (NLC)	4-9471
Rice 8th Floor	Stephen J. Trachtenberg, President, <u>ex officio</u>	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chair: Silber, David E., Psychology
Alexandridis, Nikitas A., EECS
Fife, Jonathan D., Educational Leadership
Oertel, Yolanda C., Pathology
Quitslund, Sonya A., Women's Studies
Sherman, Stanley N., MLOM
Sullivan, Patricia A., ESTS
Wise, Jarrett M., Health Care Sciences
Zuchelli, A. Joseph, Physics

ex officio:

Bortz, Walter., Vice President for Administrative and
Information Services
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs

ADMISSIONS POLICY AND STUDENT FINANCIAL AID

*Chair: Carson, John H., Management Science
Huve, Gerard P., Romance Languages
Lear, George B., Naval Science
Katz, Irving J., Mathematics
Quitslund, Sonya A., Women's Studies
Smith, Carol A., Pathology
Ticktin, Max D., Classics

ex officio:

Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Pallett, Anthony T. G., Executive Director for Enrollment Mgmt.
Siegel, Fred, Director, Enrollment Management Administration
Stoner, George W. G., Director of Undergraduate Admissions

*Member of the Senate

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

- *Chair: Kirsch, Arthur D., Statistics
- Abravanel, Eugene, Psychology
- *Boswell, John G., Educational Leadership
- Bowling, Lloyd S., Speech and Hearing
- Diana, Paul L., Anesthesiology
- Freund, Maxine B., Special Education
- Hill, Peter P., History
- Johnson, Diana E., Biological Sciences
- Katz, Irving J., Mathematics
- Kyriakopoulos, Nicholas, EECS
- Lynch, Sharon H., Teacher Preparation and Special Education
- *Miller, Harry C., Jr., Urology
- Sarakani, Shahram, CMEE
- Sheldon, Debra R., Accountancy
- Thoenelt, Klaus, German
- Wirtz, Phillip W., Management Science

ex officio:

- Bortz, Walter M., Vice President for Administrative & Info. Svcs.
- French, Roderick S., Vice President for Academic Affairs
- Katz, Louis H., Vice President and Treasurer

ATHLETICS AND RECREATION

- *Chair: Schiff, Stefan O., Zoology
- Caress, Edward A., Chemistry
- Hahn, James K., EECS
- Janoski, Mary L., Psychology
- O'Rear, Charles E., Forensic Science
- Paup, Donald C., ESTS
- Petto, Joseph, Naval Science
- Poppen, Paul J., Psychology
- Rowley, David A., Chemistry
- Sullivan, Patricia A., ESTS
- Toftoy, Charles N., Management Science
- Weintraub, Herbert D., Anesthesiology

ex officio:

- Bilsky, Steven, Director of Athletics
- Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
- Warner, Mary Jo, Senior Associate Director of Athletics and Recreation

*Member of the Senate

EDUCATIONAL POLICY

*Chair: Brewer, Diane M., Speech & Hearing
Gastwirth, Joseph L., Statistics
Geist, Craig E., Ophthalmology
Greenberg, Joseph A., Educational Leadership
Kind, Phyllis D., Microbiology
Melendez, James, Naval Science
Steiner, Carl, German
Vojcic, Branimir R., Engineering Management
Warren, Clay, NCCS
Zuchelli, A. Joseph, Physics

ex officio:

Chernak, Robert A., Vice President for Student and Academic
Support Services
French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Gross, Donald, Assoc., Vice President for Research and Graduate Studies
Pallett, Anthony T.G., Executive Director for Enrollment Management
Siegel, Fred, Director, Enrollment Management Administration
Stoner, George W.G., Director of Undergraduate Admissions

FACULTY DEVELOPMENT AND SUPPORT

*Chair: Gupta, Murli M., Mathematics
Azizoglu, Murat, EECS
Dinwiddie, James F., Engineering Management
Greenberg, Joseph A., Educational Leadership
Jenkins, Robert L., Psychology
Kind, Phyllis D., Microbiology
Nayak, Tapan K., Statistics
Steiner, Carl, German
Zimberoff, Daniel, Naval Science

ex officio:

Bortz, Walter M., Vice President for Administrative and Information
Services
Clifford, James E., Director, Personnel Services
Rogers, Sharon J., Associate Vice President for Academic Affairs

*Member of the Senate

FISCAL PLANNING AND BUDGETING

*Chair: Pelzman, Joseph, Economics
Cherian, Edward J., Administrative Sciences
Davis, David O., Medicine
DePalma, Diane M., University Counseling Center
Garris, Charles A., CMEE
Griffith, William B., Philosophy
Kee, James E., Public Administration
Lang, Roger H., EECS
Linebaugh, Craig W., Speech and Hearing
Logsdon, John M., CISTP
Paratore, Salvatore R., Educational Leadership
Solomon, Henry, Economics
Schwartz, Teresa, Law
Watson, Harry S., Economics
Waters, Robert C., Engineering Management
Yezer, Anthony M., Economics

ex officio:

Boselovic, Don, Director of the Budget
Chernak, Robert A., Vice President for Student and Academic
Support Services
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
Schauss, John A., Associate Vice President for Finance

HONORS AND ACADEMIC CONVOCATIONS

*Chair: Seavey, Ormond A., English
Grub, Phillip D., International Business
Lingo, Jane T., University Relations
Lowe, John C., Geography
Moore, Dorothy A., Educational Leadership
Rashid, Martha N., Educational Leadership
Regnell, Joan R., Speech and Hearing
Wade, Alan G., Theatre and Dance
Youssef, Abdou S., EECS

ex officio:

French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Holland, Sandy H., University Relations
Kaplan, Susan B., Assistant Treasurer for Legal Matters
Kasle, Jill F., University Marshal

*Member of the Senate

LIBRARIES

*Chair: Goulard, Robert, CMEE
Harizanov, Valentina, Mathematics
Hitchcock, Denis M., Art
Karp, Stephen A., Psychology
King, Michael, Chemistry
Saenz, Pilar G., Romance Languages
Sewell, David, Naval Science
Weitzer, Ronald, Sociology

ex officio:

Andrews, Avery D., Asst., Dean of the Graduate School of Arts
and Sciences
Bader, Shelley A., Director, Medical Library
French, Roderick S., Vice President for Academic Affairs
Head, Anita K., Librarian, Law Library
Masters, Deborah C., Acting University Librarian

PHYSICAL FACILITIES

*Chair: Mahmood, Khalid, CMEE
Carter, James B., Jr., Naval Science
Geist, Craig E., Ophthalmology
Hufford, Terry L., Biology
Johnson, Nancy D., Theatre and Dance
Lang, Roger H., EECS
Paup, Donald C., ESTS
Sabelli, Bradley W., Theatre and Dance

ex officio:

Bortz, Walter M., Vice President for Administrative & Info. Svcs.
Cole, V. Scott, Associate Vice President for Business
Katz, Louis H., Vice President and Treasurer
Schauss, John A., Associate Vice President for Finance

*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

*Chair: Cohn, Victor H., Pharmacology
 Darr, Kurt J., Health Services Management and Policy
 Gastwirth, Joseph L., Statistics
 Henig, Jeffrey R., Political Science
 Hoare, Carol H., Human Services
 Kahn, Walter K., EECS
 Lobuts, John, Jr., Management Science
 McGrath, Mary H., Surgery
 Moses, Michael F., Mathematics
 Pierpont, Howard, C., (Emeritus) Surgery
 Robinson, David, Jr., Law
 Stephanic, Jeffrey L., Art
 Yeide, Harry E., Religion

ex officio:

Fowler, David, Dean of the School of Business and Public Management
 Friedenthal, Jack H., Dean of the National Law Center
 Kaplan, Susan B., Assistant Treasurer for Legal Matters

RESEARCH

*Chair: Wallace, Dewey D., Jr., Religion
 Achrol, Ravi S., Marketing Logistics and Operations Management
 Baginski, Frank E., Mathematics
 Berman, Barry L., Physics
 Junghenn, Hugo D., Mathematics
 Korman, Can E., EECS
 Lipscomb, Diana L., Biological Science
 Phillips, Terence M., Medicine
 Vertes, Akos, Chemistry

ex officio:

Gross, Donald, Assoc., Vice President for Research and Graduate Studies

UNIVERSITY AND URBAN AFFAIRS

*Chair: Divita, Salvatore F., MLOM
 Diana, Paul L., Anesthesiology
 Moses, Michael F., Mathematics
 Rohrbeck, Cynthia A., Psychology
 Starik, Mark, SMPP
 Thornhill, Robert, Naval Science

ex officio:

Cropp, Dwight S., Special Assistant for Public Affairs
 Kaplan, Susan B., Assistant Treasurer for Legal Matters
 Katz, Louis H., Vice President and Treasurer

The following committee is not a Standing Committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

*Co-Chair: Hidalgo-Captain, Yvonne, Spanish
Fife, Jonathan D., Educational Resources
Kirkland, Margaret R., EFL
Puffenbarger, Charles W., NCCS
Regnell, Joan R., Speech and Hearing
Sullivan, Patricia A., HKLS
Yeide, Harry E., Religion

ex officio:

Beil, Cheryl, Director, Enrollment Research and Retention
Chernak, Robert A., Vice President for Student and Academic
Support Services
Donnels, Linda, Dean of Students
Kaplan, Susan B., Assistant Treasurer for Legal Matters
Salamon, Linda B., Dean of Columbian College and Graduate School
of Arts and Sciences
Strong, LeNorman J., Director of the Office of Campus Life
Wooldridge, Annie B., Assistant Vice President

STUDENT MEMBERS:

(Co-Chairperson and students to be elected)

ex officio: (Students to be elected)

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

THE FACULTY SENATE

April 26, 1993

The Faculty Senate will meet on THURSDAY, MAY 6, 1993, at 2:10 p.m. in Lisner Hall 603. (This is the first meeting of the new 1993-94 Session.)

AGENDA

1. Call to order
2. Introduction of new Senate members
3. Approval of the minutes of the regular meeting of April 9, 1993
4. Resolutions:
 - (a) A RESOLUTION ON A MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM (93/1) with Report; Assistant Professor Captain-Hidalgo, Faculty Co-Chair, Joint Committee of Faculty and Students (Resolution 93/1 and Report are attached.)
 - (b) A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY MEN'S BASKETBALL TEAM (93/2); Professor Robinson, Chair, Executive Committee (Resolution 93/2 is attached.)
 - (c) A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY GROUNDS DEPARTMENT (93/3); Professor Robinson, Chair, Executive Committee (Resolution 93/3 is attached.)
5. Introduction of Resolutions
6. Presentation by Mr. Adam Gross, Architect, on the Campus Amenities Plan
7. General Business
 - (a) Approval of dates for regular Senate meetings in the 1993-94 Session recommended by the Executive Committee, as follows: May 6, 1993, September 10, 1993, October 8, 1993, November 12, 1993, December 10, 1993, January 21, 1994, February 11, 1994, March 11, 1994, and April 8, 1994
 - (b) Nomination for appointment by the President of Roger E. Schechter, Professor of Law, as Parliamentarian of the Faculty Senate for the 1993-94 Session
 - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1993-94 Session (list of nominees to be distributed at meeting)

8. General Business (cont'd)

- (d) Nomination for appointment by the President to the following Administrative Committees: Committee on the University Bookstore: Murli M. Gupta, Terrence M. Phillips, and David A. Rowley; Committee on Campus Security: Theresa A. Gabaldon and Bonnie M. Sachs; Joint Committee of Faculty and Students: Yvonne Captain-Hidalgo, Faculty Co-Chair, Jonathan D. Fife, Margaret R. Kirkland, Charles W. Puffenbarger, Joan R. Regnell, Patricia A. Sullivan, and Harry E. Yeide
- (e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Yvonne Captain-Hidalgo; Trustees' Committee on University Development: Joseph Pelzman
- (f) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Jorge Garcia, Margaret R. Kirkland, Mark W. Klock, Michael F. Moses, Terrence M. Phillips, Joan R. Regnell, Max D. Ticktin, and Roandl Weitzer
- (g) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
- (h) Annual Reports: Committee on Athletics and Recreation (Report is attached.)

9. Brief Statements (and Questions)

10. Adjournment



J. Matthew Gaglione
Secretary

THE GEORGE WASHINGTON UNIVERSITY

THE FACULTY SENATE - 1993-94 SESSION

The Faculty Senate meetings for the 1993-94 Session will be held on the second Friday of each month (exceptions: January and May) as follows:

May 6, 1993	January 21, 1994
September 10, 1993	February 11, 1994
October 8, 1993	March 11, 1994
November 12, 1993	April 8, 1994
December 10, 1993	The 1994-95 Session begins May 6, 1994

Ext. Ex Officio Member (stated by the Faculty Organization Plan)

6500 Trachtenberg, Stephen Joel President

Ext. Administrative Members (stated by the Faculty Organization Plan)

6510	French, Roderick S.	Vice President for Academic Affairs
4911	Gaglione, J. Matthew	Registrar
	(Appointed by the President):	
6241	East, Maurice A.	Dean, Elliott School of International Affairs
6824	Fowler, F. David	Dean, School of Business & Public Management
6288	Friedenthal, Jack H.	Dean, National Law Center
6080	Frieder, Gideon	Dean, School of Engineering & Applied Science
2987	Keimowitz, Robert I.	Dean, Academic Affairs, Medical Center
6130	Salamon, Linda B.	Dean, Columbian College and Graduate School of Arts and Sciences
6161	Smith, Peter P.	Dean, School of Education and Human Development
3702	Schechter, Roger E.	Parliamentarian

<u>Ext</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
7117	Boswell, John G.	1995	Education and Human Development
7167	Brewer, Mary Diane M.	1995	Columbian College/Graduate School
7078	Captain-Hidalgo, Yvonne	1994	Columbian College/Graduate School
8246	Carson, John H.	1995	Business and Public Management
2926	Cohn, Victor H.	1994	Medical Center
6203	Divita, Salvatore F.	1994	Business and Public Management
3496	Elgart, Mervyn L.	1995	Medical Center
8203	Englander, Ernest J.	1995	Business and Public Management
7510	Goulard, Robert	1994	Engineering and Applied Science
4857	Gupta, Murli M.	1995	Columbian College/Graduate School
7181	Harrington, Robert J.	1995	Engineering and Applied Science
7194	Holmes, Dennis H.	1994	Education and Human Development
9471	Johnston, Gerald P.	1994	National Law Center
6889	Kirsch, Arthur D.	1995	Columbian College/Graduate School
3793	Mahmood, Khalid	1994	Engineering and Applied Science
4001	Miller, Harry C., Jr.	1995	Medical Center
0912	Mitchell, Lawrence E.	1995	National Law Center
6750	Park, Robert E.	1994	National Law Center
7108	Pelzman, Joseph	1995	International Affairs
7094	Robinson, Lilien F.	1994	Columbian College/Graduate School
6090	Schiff, Stefan O.	1994	Columbian College/Graduate School
4992	Seavey, Ormond A.*	1994	Columbian College/Graduate School
6808	Silber, David E.	1995	Columbian College/Graduate School
6856	Vontress, Clemmont E.	1995	Education and Human Development
6326	Wallace, Dewey D.	1994	Columbian College/Graduate School

*Replaces Professor Robert T. Smythe (Sabb. Lv. 1993-94)

A RESOLUTION ON A MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM
(93/1)

WHEREAS, a mid-semester academic warning system could enhance the University by improving students' academic progress and student retention at a time which is increasingly difficult demographically for college enrollment; and

WHEREAS, only one school, SBPM, implements a successful mandatory mid-semester academic warning system, and one college, CCGSAS, implements a mid-semester academic warning system which is not mandatory; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That all undergraduate schools shall develop and implement a mandatory mid-semester academic warning program, whereby freshmen who are doing substandard work (which may include written work below "C" or failure to attend the class) in any course are so informed midway through the course and, if at all possible, before the eighth week of the semester; and
- (2) That each school and college develop guidelines for implementing the program which would include faculty and advisors taking the initiative to communicate with the students receiving warnings.

Joint Committee of Faculty and Students
January 1993

JOINT COMMITTEE OF FACULTY AND STUDENTS
MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM

REPORT

The national decline in high school graduates coupled with a sluggish economy has led many colleges and universities to assess their students' attrition and to develop programs to increase retention rates. Being a tuition-driven University makes the retention of students at GW imperative. Declining enrollments necessitate budget cuts which impact on all facets of the University.

The literature on retention indicates that students decide within the first six weeks of their freshman year about whether or not they are planning to remain at a particular institution. Factors that enter into this decision include how well students integrate into both the academic and social communities.

Research on first semester freshmen at GW indicate that many think they are better prepared for college than they actually are. However, by the end of the semester, a majority realize they need assistance in study and test taking skills, selecting a career, improving their writing and math skills, and speaking in class. Earlier notification of poor performance may motivate students to seek the help they need.

About 11% of GW's freshmen have a QPI below 2.0 after their first year at GW. Many of them make up the 15% of the freshmen who leave the University. For those who are not doing well academically, the mid-semester warning is a first step in helping identify students who could benefit from early intervention. By talking to the student early in the semester, the student can begin to learn the tools necessary for being successful students. This can greatly increase our retention of students who are at-risk for leaving because of bad grades.

January 1993

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY MEN'S
BASKETBALL TEAM (93/ 2)

WHEREAS, the George Washington University Men's Basketball team had one of its most successful seasons in its history;

WHEREAS, this success included two NCAA Tournament victories and a spot in the "Sweet Sixteen";

WHEREAS, Coach Mike Jarvis and his assistant coaches, Ed Meyers, Scott Beeten, and Mike Jarvis, II, have stressed academic excellence in accompanying athletic excellence for this team;

WHEREAS, the George Washington University Athletic Department under Athletic Director Steve Bilsky has encouraged academic excellence through the office of Academic Coordinator Sheila Hoben and her assistant, Karen Ercole; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY

That the Faculty Senate offers it congratulations and best wishes for the future to the student athletes, to Coach Jarvis and his assistants, to Steve Bilsky and his staff, and to Sheila Hoben and her staff.

Executive Committee of the Faculty Senate
April 23, 1993

A RESOLUTION TO COMMEND THE GEORGE WASHINGTON UNIVERSITY
GROUNDS DEPARTMENT (93/3)

Whereas, The Grounds Maintenance Department has undertaken an effort to beautify the campus;

Whereas, The Spring growing season has arrived reflecting the effort of the Grounds Maintenance Department;

Whereas, Such efforts have produced a burst of beautiful color throughout the campus; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate offers its congratulations to Terri Warner, Manager of the Grounds Maintenance Department, and all the members of the Grounds Crew for significantly improving the appearance of the grounds and for making The George Washington University an attractive place to work and study.

Executive Committee of the Faculty Senate
April 23, 1993

April 14, 1993

Annual Report: Faculty Senate Committee on Athletics and Recreation

The Committee convened four times during the 1992-93 academic year to consider the following matters.

1. Proposed renovations for the Smith Center. The Committee was apprised of changes in seating and other amenities, such as the new scoreboard.
2. NCAA Legislation. Changes in NCAA rules that might affect G.W. were discussed by NCAA representative Ed Caress, especially core curriculum requirements and "satisfactory progress" toward a degree.
3. Sports Revenues, the status and future of the Atlantic Ten and Gender Equity were discussed by athletic director Steve Bilsky. The subject of gender equity will be the first item on the agenda of the committee next fall.

The Committee also had the opportunity to meet and talk with a number of coaches in a variety of men's and women's sports.

Respectfully submitted,

Robert Brown
Edward A. Caress
Lisa A. Delpy
Jerry Harvey
Mary L. Janoski
Conor F. Lundergan
Charles E. O'Rear
Jan M. Orenstein
Donald C. Paup
Richard F. Southby
David A. Rowley
Stefan O. Schiff, Chair
Refik Soyer
Patricia A. Sullivan
Herbert D. Weintraub
John R. Wilkerson
ex officio:
Steven Bilsky
Robert A. Chernak
Gerald P. Johnston
Mary Jo Warner